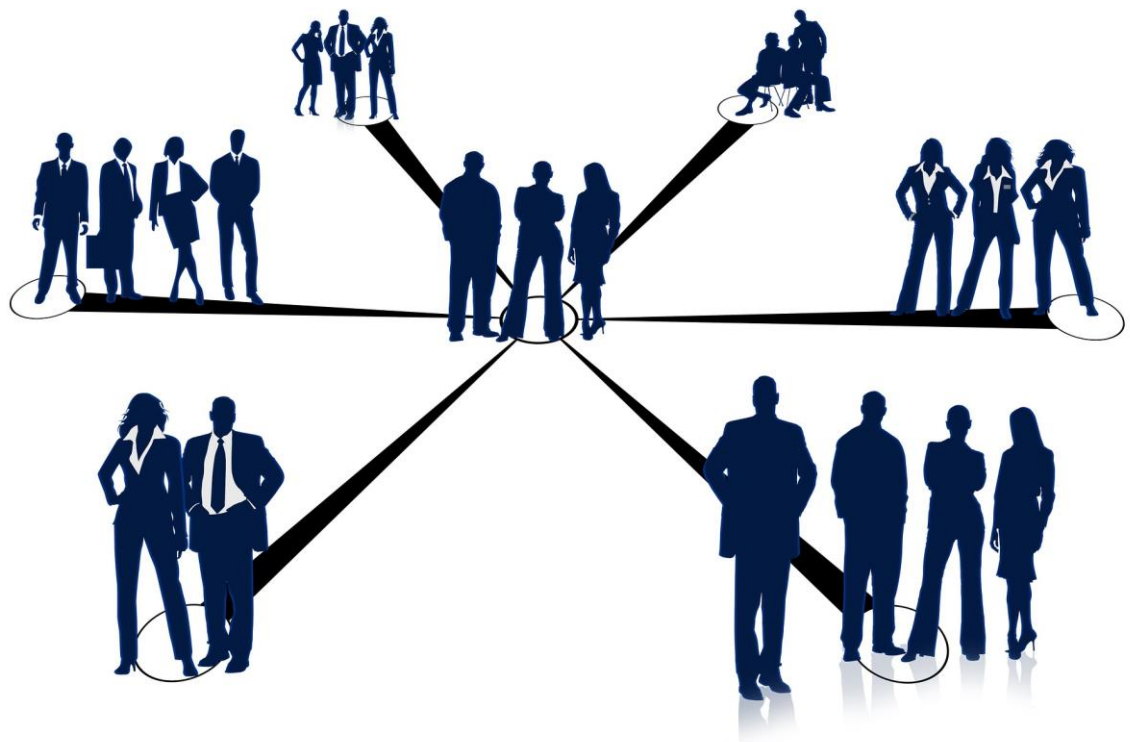


COST Action TU1203:

Crime Prevention through Urban Design & Planning (CP-UDP)



Cooperation in Partnerships and Process of CP-UDP

November 2016

COST Action TU1203

Crime Prevention through Urban Design and Planning
(CP-UDP)

Cooperation in Partnerships and Process of CP-UDP

Results of Working Group 1

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COST ACTION TU1203

Working Group 1

Cooperation in Partnerships And Process Of CP-UDP

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Foreword

What is COST?

COST – European Cooperation in Science and Technology - is an intergovernmental framework aimed at facilitating the collaboration and networking of scientists and researchers at European level. It was established in 1971 by 19 member countries and currently includes 35 member countries across Europe, and Israel as a cooperating state. COST funds pan-European, bottom-up networks of scientists and researchers across all science and technology fields. These networks, called 'COST Actions', promote international coordination of national-funded research. By fostering the networking of researchers at an international level, COST enables break-through scientific developments leading to new concepts and products, thereby contributing to strengthening Europe's research and innovation capacities. COST's mission focuses in particular on: building capacity by connecting high quality scientific communities throughout Europe and worldwide; Providing networking opportunities for early career investigators; Increasing the impact of research on policy makers, regulatory bodies and national decision makers as well as the private sector. Through its inclusiveness, COST supports the integration of research communities, leverages national research investments and addresses issues of global relevance. Every year thousands of European scientists benefit from being involved in COST Actions, allowing the pooling of national research funding to achieve common goals. As a precursor of advanced multidisciplinary research, COST anticipates and complements the activities of EU Framework Programs, constituting a "bridge" towards the scientific communities of emerging countries.

In particular, COST Actions are also open to participation by non-European scientists coming from neighbor countries (for example Albania, Algeria, Armenia, Azerbaijan, Belarus, Egypt, Georgia, Jordan, Lebanon, Libya, Moldova, Montenegro, Morocco, the Palestinian Authority, Russia, Syria, Tunisia and Ukraine) and from a number of international partner countries. COST's budget for networking activities has traditionally been provided by successive EU RTD Framework Programs. COST is currently executed by the European Science Foundation (ESF) through the COST Office on a mandate by the European Commission, and the framework is governed by a Committee of Senior Officials (CSO) representing all its 35 member countries. More information about COST is available at

www.cost.eu

COST action TU1203: Crime Prevention through Urban Design and Planning (CP-UDP)

The focus of COST Action TU1203 is Crime Prevention through Urban Design and Planning (CP-UDP). The Action was chaired by Professor Clara Cardia of the Polytechnic University of Milan, Italy. Clara Cardia completely unexpectedly died April 30th 2015. From then on Dr. Umberto Nicolini of LABQUS Milan chaired the COST action.

The Action comprises country representatives from European countries and some partnership countries. The countries presently involved are: Austria, Belgium, Bulgaria, Czech Republic, Denmark, Finland, France, FYR of Macedonia, Germany, Greece, Hungary, Ireland, Israel, Italy, Lithuania, Netherlands, Poland, Portugal, Romania, Serbia, Slovenia, Spain, Sweden, Switzerland and the United Kingdom. Its objective is to make a substantial advancement towards the goal of building "safe cities". Studies have proved that there is a correlation between the structure and organization of urban space and crime: new criminological theory supports this point of view. The Justice and Home Affairs Council of the EU has underlined that crime prevention through design and planning is a successful and effective strategy for crime prevention and needs to be supported. Despite this, new projects are being implemented all over Europe without considering safety criteria, creating urban areas where crime and fear of crime make life difficult. The Action develops new knowledge and innovative approaches putting together theoretical thinking and practical experience. Thus the scientific program forecasts to work simultaneously on one hand on the innovative approaches deriving from research and experts, on the other hand on the know-how acquired through best practical experience. It brings together, value and disseminate the local research and experiences of participating countries, thus contributing to building a body of European expertise in the field of CP-UDP. It also uses its wide network to promote awareness, hoping that at the end of the Action more countries and decision bodies will be aware of the importance of incorporating crime prevention principles in planning decisions and projects.

From the Chair and the Core Group

The activity of COST Action TU1203 is organized along two main courses: producing innovative thinking in CP-UDP on one hand; and consolidating and diffusing existing knowledge on the other.

- The Action achieves the first course - innovative thinking - through working groups and invited experts which will develop new issues of environmental crime prevention, such as theories, private public partnerships, new technologies, new partnerships between police and planners, new implication of local authorities etc.
 - It approaches the second course mainly through case studies located in different European cities. Each of the case studies focuses on aspects that are of major importance for the Action, and were organized by the hosting city with the support of the Action Core Group.
 - The dissemination goal is considered of crucial importance and it is achieved, starting from the first year, by building networks of communication at international as well as the national levels. These networks are used for diffusing step by step the knowledge acquired by the Action.
 - In order to make the results of the thematic working groups and the case studies immediately available to the Cost TU 1203 community and to the larger network it has been decided to produce a series of booklets, which develop the approached subject in short and synthetic form and are conceived so s to be easily readable to persons coming from different backgrounds. This booklet is thus one in a series.
- See for the most recent information on this COST-action TU 1203: <http://costtu1203.eu> and http://www.cost.eu/domains_actions/tud/Actions/TU1203



Clara Cardia (chair) COST meeting Jerusalem May 2014

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Introduction

This document summarizes the analysis made by a working group of the COST action TU 1203 of processes and partnerships for Crime Prevention through Urban Design and Planning (CP-UDP) based on several experiences in different countries. Building on the different case studies (see appendix) we identified and selected the main strategies used to develop the partnerships and also the main processes used to prevent crime from a CP-UDP perspective. As we will see the two key concepts – partnerships and processes – are often interwoven.

When analysing the case studies and national reports we have taken in account the overall socio-political conditions and the culture of each country. This is important if we want to build a common knowledge base for a European CP-UDP strategy, though we know such a knowledge base may be difficult to be implemented in several cases, due to economic, political and cultural differences. The analysis of the collected examples may contribute to a new Integrated Network Theory of CP-UDP (Schubert, 2016).

1 Objective

The objective of the working group working on the issue of partnership and process was to identify and select the best strategies that may be used for developing innovative partnerships and processes and to develop an integrated network theory of CP-UDP.

The word innovative/innovation is mostly reserved for new technical inventions (a new camera, drone, app). We like to stress that also social innovations are important though they seem to be less visible and flashy. The working group noticed that a social innovation in one country may be an outdated approach in another country. Also in this respect technical and social innovations differ.

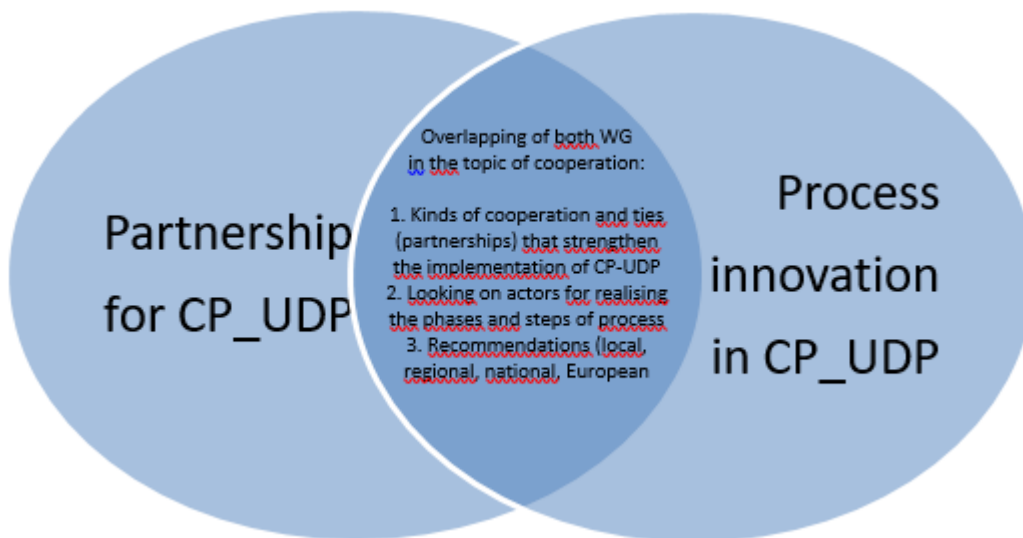
The working group (WG) was formed in the COST TU 1203 Lodz meeting (October 2014) and kept working in following meetings in Hannover, Belgrade and Kaunas. The working group started to work on scope and action ideas. The decision was taken to split the task in two dimensions:

Dimension 1 (partnership): had its focus on kinds of cooperation and ties – forms of partnership – that strengthen the implementation of CP-UDP by interrelations between authorities, corporations, institutions and (other) participants; in short participants or stakeholders.

Dimension 2 (process): had its focus on defining the phases and steps of the sequence or flow that CP-UDP follows – or should follow – to be successfully implemented.

Since there is no sharp distinction between the two dimensions, the WG decided to go for an interference approach to tackle the overlapping topics in cooperation.

Illustration 1: the two overlapping dimensions

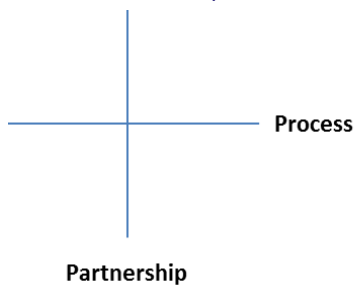


Making CP-UDP strategies really feasible and effective implies a sound implementation in the strategic and operational system of urban planning, design, and management.

- On one hand, it is important to integrate those institutions and disciplines in the process, which are able to achieve the objectives in the context of inter- and transdisciplinary cooperation. This is the perspective of the different stakeholders that are sources for partnerships in CP-UDP.
- On the other hand, CP-UDP strategies and measures must be embedded in local, regional and national urban planning, design and management processes (paper, flow charts, schemes, order, sequences, and algorithms).

These two dimensions may be presented interdependently as:

Illustration 2: independent dimensions



The working group pursued the goal to analyse, which forms of trust and cooperation are conditions for successful partnerships and strategies for action in CP-UDP and also identify and analyse the phases and steps of the processes that CP-UDP needs for a successful implementation. Therefore, examples from different European countries were collected. Delegates from France, Germany, Greece, Netherlands, Poland, Portugal, Serbia and Spain, were asked to present relevant case studies of each country as examples. These examples represent on the one hand the practice of forms of cooperation on the macro-level of state and regions, and on the micro-level of city and neighbourhoods. On the other hand, the various examples depict strategic and operational forms of cooperation between different actors through the CP-UDP processes. All the examples are shown in de appendix.

We have studied and visited several cases in different European countries. Cases, which are extremely interesting, especially from the perspective of the efficiency of CP-UDP. We have learned even more from the reanalysis of all these cases, regarding the CP-UDP implementation in contemporary Europe.

2 General theoretical framework

System theory is the transdisciplinary study of the abstract organization of phenomena, independent of their substance, type, or spatial or temporal scale of existence. It investigates both the principles common to all complex entities, and the (usually mathematical) models which can be used to describe them.

Among the principles of this theory is the use of the same concepts to describe the main features of different systems, the search for general laws that facilitate the understanding of the dynamics of the system. It is a theory that seeks rules of general value that can be applied to all kinds of systems and with any degree of reality. Importantly, the systems consist of modules ordered parts are interrelated and interact with each other. This is one of the main reasons why the analysis of processes and partnership should be done this way.

The systematic approach is a kind of logical process applied to solve problems and comprises the following six classic stages:

- problem identification,
- determine alternative solutions,
- select an alternative implementation of the selected alternative,
- determine the efficiency of realization
- revising as needed any stage of the process.

In this case system theory will be used to sort the basics: (1) elements and structures as a prerequisite; (2) Partnership as occasion for interdisciplinary connections (operations and coupling); (3) coupling the elements for making an order. A similar logic implies also the governance theory: (1) institutions; (2) skills; (3) temporal organization of the proceedings (process).

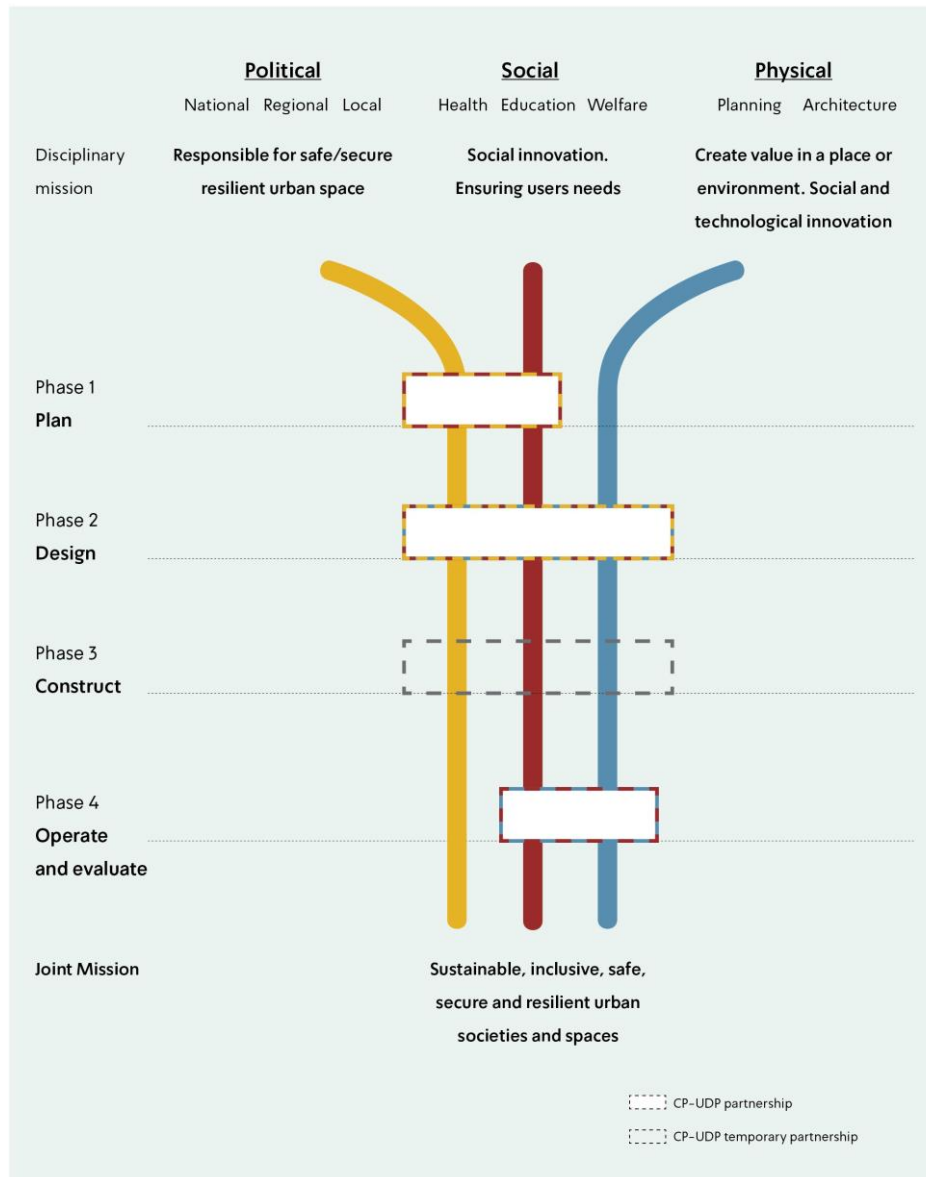
3 Theoretical Connectivity

The social cohesion between residents and users of an area is declared to a preventive factor that protect in the same way as urban design, because people take responsibility for their community in a stronger way (Saville/Cleveland 2003 and 2008). The social cohesion among residents is combined with shared expectations for control and their willingness to intervene on behalf of the common good and to reduce crime (Sampson 2012). This logic of collective efficacy can be transferred from neighbourhood relations in a residential area to interdisciplinary and inter-institutional relations in the planning and construction process. Therefore it is necessary that all actors that are interdependent in planning and development processes have knowledge from each other and contract clear rules by cooperating in crime prevention. This requires that these actors feel bonded to each other and trust in interdisciplinary cooperation that will lead to a significant reduction of crime – especially in preventing violence. The cohesion and connectivity induce relations between the community and external organisations and institutions that allow greater influence in planning processes.

4 General model of partnerships and process

Illustration 3: general model of partnerships and process Model: CP-UDP as a generator of shared value through stakeholders' partnerships and process

CP-UDP process: partnership and process



The diagram presents the CP-UDP as a process that creates partnerships among different stakeholders in urban development project-process. The model creates three clusters of stakeholders: Social (health, education and welfare), Institutional (national authorities and local institutions), and Physical (planning/urbanism and architecture). These stakeholders participate in different stages of urban development process. The phases are divided according to project lifecycle of - planning, design, construction, operation and evaluation. During this multi-stakeholder process, the CP-UDP expert acts as shared value catalyst, bringing together the disciplinary missions of each stakeholder under the framework of the CD-UDP protocol. This is to be an iterative process whereby evaluation indicators call for feedback and which will lead to a safer, inclusive, resilient and sustainable city, responding to Goal 11 of the UN Sustainable Development Goals.

5 Actors and partnerships (elements and structure)

In order to have an integral and holistic approach for CP-UDP it is important to integrate institutions and disciplines in the process, which are able to achieve the objectives in the context of inter- and transdisciplinary cooperation. This is called the partnership part. This part is divided in three sub-sections, namely: identifying the partners, building a network and methods of work.

5.1 Identifying the partners

Developing sustainable partnerships starts with identifying the key-actors and including them in a working group. It is important to do this in a very early stage since the problem definition as well as possible solution might be different from actor to actor. There are three categories of actors: social, institutional and academic actors.

- **Social actors** are mostly formed by residents and non-residents like local businesses and associations. It is important to include people from all ages, men as well as women, people with different physical abilities and people from different socio-economic backgrounds, with special attention to immigrants. Social actors may – or may not – be organized in associations. A good example of very active social actors united in resident-associations is summarized in the Portuguese case study (see appendix, case study 4).
- **Institutional actors** can be divided in public and private actors. Public actors are e.g. the police, representatives of the municipality, social services, urban planners, non-profit organisations and housing associations. There are also several institutional actors that fall between public and private like schools, churches/mosques and other cultural and religious actors.
- There is special role for **academic actors** from universities and academies in capacity building for partnerships and networks, because they are responsible for the qualification of professionals from different disciplines that have to be familiar with criteria of CP-UDP and must be connectable in interdisciplinary collaboration.

5.2 Building a network

As shown in the model, partnerships develop occasionally. The different actors all have their own responsibilities, but they come together when an overarching goal emerges like e.g. a local crime problem. Over time, different partnerships occur more often and actors might meet other actors in different partnerships. At that point, there is a solid basis for the start of a CP-UDP network. However, for building networks we need specific requirements that will be described in this paragraph.

Building networks in CP-UDP starts with political will, commitment and promotion. Public actors such as ministries and state-run agencies should engage in disseminating the criteria of CP-UDP and initiating networks of cooperation among relevant organizations, institutions and associations that are active in the field of CP-UDP and that can make contributions for establishing CP-UDP in national, regional and local structures.

At the local level coordinators are required who build and organise networks of cooperation between the different actors – i.e. organizations and their representatives.

5.2.1 Interdisciplinary cooperation

The interdisciplinary composition of the cooperation depends on the specific planning tasks. The goal is to coordinate the actions of investors and involved disciplinary experts on one hand and the public administration on the other hand (double principal-agent-perspective) during the planning, design and construction process. The interdisciplinary partnerships should also be connected to residents and citizens.

The recommendations in this regard are:

- Avoid bureaucracy with a lot of formalities to get petitions through to political institutions.

- The partnership should represent all residents within the project area. Here it is important to find the right balance between formal and informal ways of community building.
- The police and representatives of the municipality should not assume that the population is homogenous. In fact, it is diverse with different needs in different resident-groups.
- The partnership should improve communication and participation by involving younger people and immigrants in the Associations of Residents.
- The cooperation between police and social services should pursue the same objectives. Very often, especially in case of drug offences, the police and social services confront each other with severe prejudice and a sort of predisposition: The police feel that social service protects criminals, whereas the social workers feel that the police tend to punish drug addicts. Here the two parties are confronted with a mix of legal issues and health issues.

5.2.2 Trust and networks

It takes time to trust, to learn the different 'languages', methods of work and interests of the diverse stakeholders and to act incorporating all the diverse points of view from the community. In this sense, it's not only about creating partnerships, but also about how to maintain them over time, how to keep them open to new actors and to keep the motivation for the cooperation on security issues, especially in deprived areas.

The Portuguese examples underline that the engagement of local stakeholders in regular meetings with the police and municipality services representatives (e.g. urban planning, maintenance, housing, social development) on community security issues, contributes to the promotion of a culture of active citizenship and participation on security at local level. These systematic partnership meetings allow a clear understanding of the territory problems and resources, ensuring a bottom-up definition of urban security strategies, taking into account the security priorities and needs felt by residents of that specific territory, enabling local partners to take a pro-active role in planning, with the police, crime prevention activities.

5.3 Methods of work

In the strategy to develop sustainable partnership in CP-UDP two main axes play a role. On the one hand a horizontal axis of partnership is required between the police, experts in architecture, urban planning, landscape architecture, and in place management. On the other hand, also a vertical axis is crucial between the Key Decision-makers of the community (like the Mayor and relevant departments) and of the various agencies, organizations and companies. CP-UDP should work as an orientation frame that interconnects the actors and organizations. The main question is: Who are the relevant actors in the cooperation circles of the two axes?

A municipal strategy to work on a shared vision, with local partnerships, in the process of identification of priority intervention neighbourhoods to be targeted to urban regeneration interventions, enables more effective and sustainable responses over time, since the residents/users participate actively in the process of urban regeneration, taking ownership of those territories.

The decision of these organisations must be committed to cooperation. Set the framework for goals and delegate members of staff, so that they work together with specialists from other disciplines and implement plans that are based on the criteria of CP-UDP.

5.3.1 Participatory culture

Developing a participatory culture and an active participation on security/safety issues takes time:

- for citizens to cooperate with the police;
- for the police to incorporate the community contributions into the police strategies;
- for the designers and planners to incorporate the police perspective into the urban planning services.

Regular partnership meetings to assess safety and security problems and planning crime prevention activities, with inclusive and transparent methods of work, are critical to consolidate and built up the trusting relationship amongst partners, namely with the police, and the resilience to overcome the constraints that tend to appear over time. It is important to note that it is harder to develop a participatory culture in one country than another (see the case studies in the appendix. E.g. examples 6 and 7).

5.3.2 The role of the police

The involvement and support of the police hierarchy (Command and direct police chiefs) regarding the community policing team schedules and decision process regarding the partnership joint decisions on strategies/activities to be deployed, facilitate prompt responses and cooperation between the community policing team and stakeholders (residents, local partners, municipal services).

A CP-UDP training targeting both police officers and urban planners – but even better all stakeholders including e.g. the residents - in the same training course facilitates the interaction and cooperation between these different actors. Also the urban walk or safety and security walks¹ to the study case areas, to jointly analyse the causes of insecurity problems and potential solutions, is a critical step to encourage that cooperation, since taking urban planners to the field with the police officers, will help to confront the design by urban planners with the consequences on security level, over time, in the territory.

Although it is often not easy to include the police vision in the design and planning process, the community policing partnerships facilitate the interaction between local stakeholders and urban planners, facilitating the process of including diverse actors in the planning participatory processes, reinforcing a bottom-up process of including recommendations to the security/safety in the study areas.

Last but certainly not least is the role the police have as a 'crime and insecurity knowledge centre'. The police have data on recorded crimes. However, rather high percentages of crime are unrecorded; these percentages are different for types of crime as well as for countries, districts/regions, cities and neighbourhoods. A rough estimate of the percentage of unrecorded crime (dark number) can be made by using the 'percentage of offence reported to the police'. This percentage is available in most countries from victim surveys.² A problem might be that in most countries the police staff is not educated as criminological researchers

Besides crime there is also fear of crime/feelings of insecurity. This is a phenomenon the police are less familiar with. In most victim surveys also questions on fear of crime are included (see the international UN-standard: International Crime Victim Survey). But often different countries have different approaches and different questions. See e.g. for Germany: <http://www.defus.org/nano.cms/sicherheitsaudits>. Unlike the ICVS these outcomes are more difficult to compare.

A final remark was made in the working group that is sometimes appears to be impossible to share police info and data with outsiders because the information is highly secret or too vague and soft.

5.3.3 Cultural differences

There are differences in the theoretical understanding of cooperation in the European countries – maybe based on different cultures. Similarly, the national reports of successful or failed actions in CP-UDP from different European countries, collected in the working group are also very useful to understand the challenge and the difficulty of implementing CP-UDP in particular national examples.

The influence of different socio-political conditions and national cultures can be illustrated taking the **Greek example** (see appendix, example 8): The two basic problems for implementing an efficient CP-UDP strategy in current Greece are the central state administrative system and lack of trust between political, state institutions, including the police, and the Greek citizens. Until Greece obtains a decentralized political and administrative system with relative autonomous regions and municipalities, the key actors to accept and disseminate the CP-UDP criteria, initiating pertinent networks of cooperation at the central, regional and local levels are the ministers of the Greek government. Academic experts and public officials must help ministries to revitalize the Local Crime Prevention Councils (LCPC) in every region and prefecture, which were established by Law 2713/1999 and had been actually cancelled after a few years. Eventually the Greek Regional Governors and Mayors with local police, educators, church, NGO's have to undertake the CP-UDP strategy. Successful technological instruments and policy innovations of CP-UDP already implemented in some European countries could be adopted in Greece, provided that the implementation costs are low, given the Greek economic situation. In the traditional crime cases of agricultural areas community CP-UDP can help, provided that the local actors will decide to enforce an effective CP strategy.

Note 1 A safety and security walk is a structured method that involves people in the local community in investigating both the physical and social environments. See also the publication (2009) by The Swedish National Council for Crime Prevention: Brottsförebyggande rådet (The Swedish National Council for Crime Prevention). (2009). Safety and security walks. Stockholm.

See: <http://www.veilig-ontwerp-beheer.nl/publicaties/safety-and-security-walks>

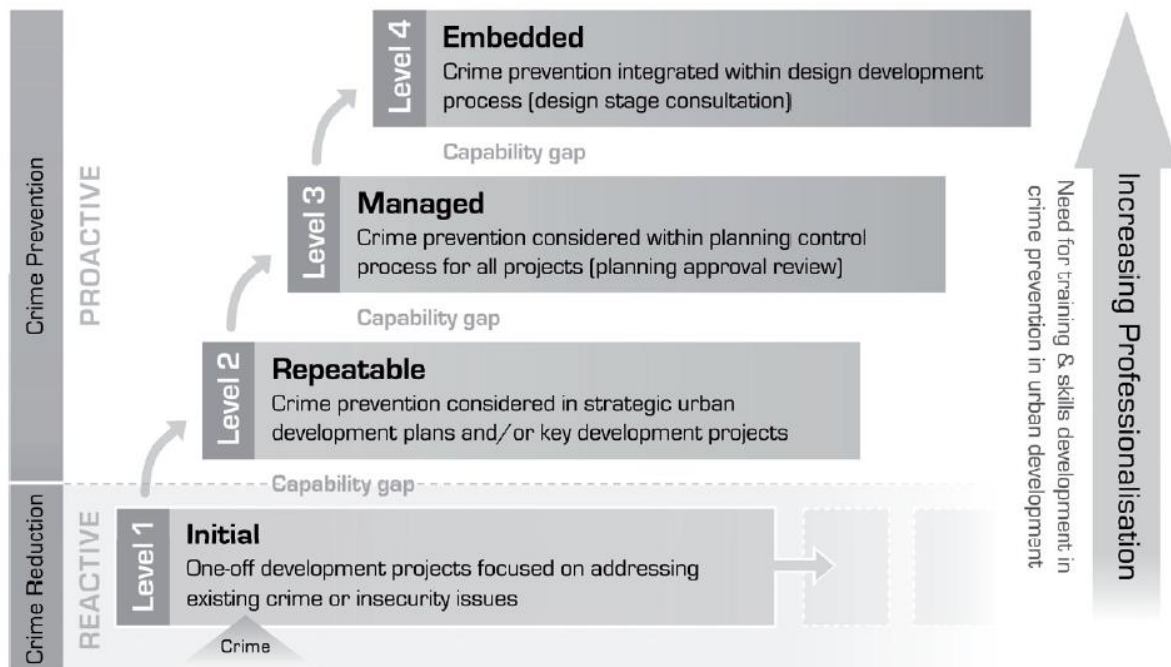
Note 2 See also: Key findings from the 2000 International Crime Victims Survey (ICVS), Appendix 4 Table 9. For more info: <http://www.unicri.it/icvs/>.

5.3.4 Convincing strategy vs. mandatory Top Down

In some countries the creation of networks follows a strategy to convince the different actors by CP-UDP. The examples of Germany and Portugal (see appendix, examples 2 and 4) are based on the approach that the partnership takes place voluntarily. The collaboration has the positive effect of an increased efficiency. The single player has to make less effort and comes to better results. The example ESSP from France (see appendix, example 1) represents an opposite approach: At specific planning and construction projects, the implementation of cooperation on the CP-UDP criteria is mandatory and is enforced top down.

This example shows that there could be different ways for different European regions. Only measures, which are taken on wide and general scale have real national impact. Therefore, a set of measures must be obligatory (by law like ESSP in France and the example burglary resistant doors and windows in the Dutch Building Code (see appendix, example 3)). The crime prevention solution has to be embedded completely as the Salford scheme below shows (Illustration 4). The prerequisite for that is politicians who prescribe a law making the crime prevention measure obligatory. After some resistance industry and government will embed the measure. Much in the same way important requirements for fire disaster prevention, health promotion and traffic safety have evolved.

Illustration 4: Crime Prevention Capability Maturity Model



Source: Wootton, A.B. & Davey, C.L., 2012.

Firstly, one crime prevention expert should sort out the best and most feasible prevention requirements for a specific crime type. Secondly, a few implementers and researchers have to prove that the crime prevention expert is right (evidence based research). Thirdly, a motivated politician could make a law that standardises CP-UDP in the existing national or local building, planning and management rules and legislation. The example shows the process on a national scale, but the same might be done locally or in Europe as a whole.

The key question is: does this top down approach lead to better results? Do voluntary partnerships allow the diversity of stakeholders less or more opportunities to participate as mandatory forms of cooperation? What is the difference in the effects? This contrast was compromised in the working group: for a few rather easy and technical issues the law or building code is easy and evidence based effective. But for most issues on the local or regional level you need co-operation and negotiation.

5.3.5 The bottom-Up perspective: New Governance

In the recent discourse three steps of development in public policy and governance are mentioned (Osborne 2006):

- Public Administration (PA),
- New Public Management (NPM),
- New Public Governance (NPG).

PA represents the post-1945 era of the welfare state, when the state was confidently expected to meet all the social and economic needs of the citizens. Policymaking and implementation are vertically integrated within government. This logic focuses precisely upon this policymaking and implementation system. Because of its vertically integrated nature, hierarchy is the key governance mechanism. The emphasis is on top-down control by laws and rules.

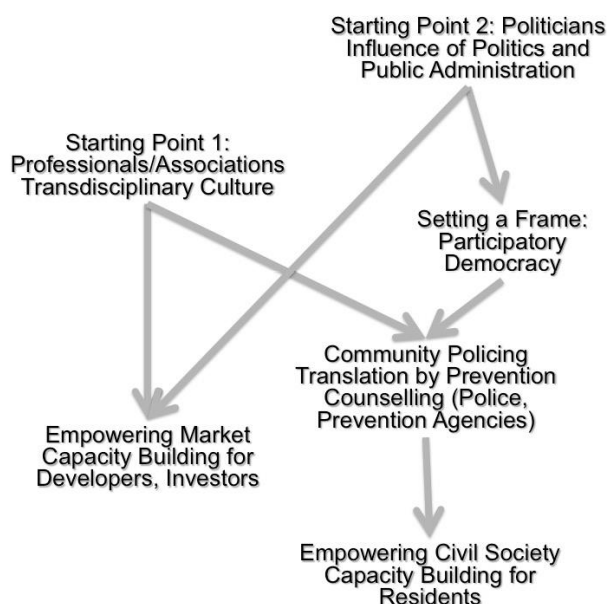
The spread of the NPM took place from the late 1980s onward. In its most extreme form, asserting the superiority of private-sector managerial techniques over those of PA. NPM is based on the assumption that the application of economic thinking and techniques to public services would automatically lead to improvements in the efficiency and effectiveness of the services. The focus on neoliberal control by market triggered the withdrawal of state institutions: In some countries like the UK the police budget and formation was reduced in this period while the volume of private security services has grown enormously.

Increasingly the NPM has become perceived as limited and one-dimensional. So the NPG is prevailing since the beginning of the 21st century. This approach represents a contemporary stream of management theory, concerned with the relational organization and a plural state, where multiple inter-dependent actors contribute to the delivery of public services and a pluralist state. Its focus is very much upon inter-organizational relationships, where trust, relational capital and relational contracts act as the core governance mechanisms. This promotes processes of negotiation among the local stakeholders. They take joint responsibility for the production of security in the community by building networks for exchange of resources and for participation.

The NPG is a new pluralistic governance body including government agencies, actors of the private sector, non-profit organizations and a series of social groups: Firstly, the NPG emphasizes the dispersion of power – all institutions and organizations in the society have the right to participate in public affairs management, and in solving public problems like CP-UDP. Secondly, in the logic of NPG the government agencies coordinate social interests, build dialogue platforms, and integrate public resources. Thirdly, the NPG is based on a complex network whose members are actors of state institutions, market, public organizations, community and civil society. Fourthly, the governance network relies on trust and reputation.

Therefore, the strategy to convince the different actors by CP-UDP represents the current public policy of New Public Governance. The approach of partnerships in CP-UDP corresponds with the currently prevailing guideline, not to force through rules and laws, but to enable to do the right things and the things right through negotiation (Illustration 5).

Illustration 5: Mixed Strategies for Establish Crime Prevention through Urban Design and Planning



Source: Extract from the discussion of the Working Group; logged by Herbert Schubert.

The working group discussed the contrast between strategies initiated top-down or bottom-up in depth and resolved it finally by integrating both directions of action as equivalent options. Under this mixed perspective they represent two complementary strategies (see illustration5):

- The voluntary cooperation among the various disciplines of urban design and planning, public order and others promotes a transdisciplinary culture. As part of the New Public Governance the initiative is based on the associations and institutions in which the various professional groups articulate their interests and disseminate professional standards.
- The impetus to mandatory forms of cooperation may also be added from the political spheres and public administration. For this, the basic condition of participatory democracy is necessary so that the stakeholders of the civil society – in particular residents – may be able to participate in processes of CP-UDP.
- But also the top-down approach evidently works in some cases. Based on a sophisticated meta evaluation Farrell (2013) explores why crime is dropping since a few decades. He shows that 'the security hypothesis proposes that more and better security plays a key role in driving down different types of crime'³.
- However, there are only a few evidence based examples that some types of crime (like car theft and burglary) are successfully prevented by technological innovations. In complex situations where (fear of) crime is obviously present and many stakeholders and lots of different interests play their role, negotiation is necessary. In the UK this approach was once known as the multi-agency approach, or partnership approach (Sampson et al.,1988; Sampson 2012)⁴.
- Important mediators are the police and prevention councils, so that the residents can express their needs and can be brought up to the criteria of CP-UDP.
- Last but not least economic players such as developers and investors should be strengthened. They must be able to be connected with the strategies of CP-UDP too. Farrel and Tilley (2017) state that persuading manufacturers to improve security technology has not always been easy. They describe that some persuasion has been needed. This can come from various sources, including consumer demand, police pressure, insurance company carrots, governmental exhortation, or governmental regulation (or the prospect of it). In the event, Farrel and Tilley describe that governmental exhortation and regulation has often proven necessary to put pressure on manufacturers to turn their attention to security and attend to its effectiveness.

Maybe the top-down approach of "first" and "second generation" CPTED (Atlas et al. 2008; Saville/Cleveland 2008; Colquhoun 2004) fits no longer into the Europe of the 21st century. Therefore, the working group concluded that a common European negotiation strategy is necessary that is based on the "next generation" of CP-UDP, introducing the community as the active part of the CP process and partnership – namely applying the collaborative approach at local level, based on synergies between governmental ministers, public officials, academic experts, the police, the civil society, and the community. Technological innovations, policies and instruments are successful CP-UDP strategies in a given country, if they can be adjusted to the special conditions of the national, regional and local structures; yet, they must be adopted and accepted by all collaborating partners, especially by the communities/municipalities which know best their specific crime problems and they will pay the socio-economic CP cost.

Noot 3 See Farrell (2013): "The security hypothesis appears to pass each test. It suggests that more and better security drove the crime drop. Triangulation from various data signatures provided strong supporting evidence for car theft in Australia, and even stronger for the UK (Farrell et al. 2011a2011b), similarly strong evidence for the Netherlands (van Ours and Vollaard 2013), and supporting evidence for the US (Fujita and Maxfield 2012). Thus the security hypothesis passes the preliminary evidence and cross-national tests. The security hypothesis is crime specific."

Noot 4 The 'multi-agency' approach to crime prevention has received considerable attention in recent years. (...) Building on the evidence of research fieldwork, the paper strives for a more socially nuanced understanding which is alive to the complexities of locality-based crime prevention initiatives and of the power differentials running between different state agencies, as well as to the competing sectional interests within existing communities. Source: <http://bjc.oxfordjournals.org/content/28/4/478.abstract>

6 Process

This analysis goes from understanding the dimensions of the processes, through the existing process knowledge to the specific actions in a process for CP-UDP.

In this paragraph we will focus on defining the phases and steps of the process that CP-UDP needs for a successful implementation. There are two ways to come up with a definition of the process steps:

- Analyze what CP-UDP processes - implemented in several European countries - look like. Analyzing the examples presented in the appendix is thus the first way to proceed.
- Analyze what the good practices in other fields of expertise are; domains like quality management, sustainability, risk management, system engineering and design management may be of interest here. Though these domains often do not have any knowledge of CP-UDP they are used by important partners/stakeholders in CP-UDP e.g. builders, designers, risk managers, etc.

In this respect we elaborate upon the earlier study done in this COST-action (Grönlund et al., 2014). Focusing on 'process' the recommendations of this publication can be summarized as: update the process model summarized in the Safepolis manual (Laboratorio Qualità Urbana e Sicurezza 2007) and CEN's Technical Report on CP-UDP (TR14383-2:2007).

We will elaborate upon it later but for the moment we define a process as "A set of interrelated or interacting activities, which transforms inputs into outputs".⁵

These interrelated or interacting activities involve a group of partners (partnership). These partners 'walk' together in the direction of a clear goal and a golden sky taken from article 1 in the European Urban Charter: "a secure and safe town free, as far as possible, from crime, delinquency and aggression". The assumption is that CP-UDP will be the way to walk and though the walk might be difficult and hard through storm, rain and darkness you will walk with your partners and not alone.

6.1 Processes in a four dimensional (time/space) sociotechnical/ physical – space

CP-UDP is about the question 'how to prevent crime as well as fear of crime – feelings of insecurity – by changing the social and physical environment using design, planning, management and engineering?'.

An environment is always a four dimensional concept: a space-time manifold. Since Einstein we know that time and space is actually one: "Relative space is inseparably fused to relative time, the two forming what is called the space-time manifold, or simply process. If, as it were, we slice through time at one timeless instant, we do not get a purely spatial cross-section, we get nothing at all." (Blaut, 1961). Hence the word 'environment' always implies that in such an environment processes take place in time and space.

Making changes in such an environment – and that is what CP-UDP does – almost always implies a ***mix of social and physical measures***. All too often the social and the physical are still seen as to separate dimensions too (like time and space). But – following the actor network theory - this dualism does not exist in real life. Or - as Bruno Latour (1993) says: "we are sociotechnical animals, and each human interaction is sociotechnical".

So when we promote CP-UDP changes in such a social and a physical/technical environment it is actually a four dimensional (time/space) socio-technical – or social-physical – space. To make it a bit easier: envisage a community in a physical environment; e.g. a neighborhood. So engineering is always hard boiled physical engineering, but also social engineering. The same goes for urban design, - planning and – management which is not only about bricks and mortar but also about people, stakeholders, partners and partnerships.

Note 5 Quote taken from the ISO 2008 document ISO/TC 176/SC 2/N 544R3

6.2 Existing and new environments

There is a very practical but huge difference between maintaining existing environments versus planning new environments.

In an **existing environment** one can simply go to the place and analyze what is there: from its demographics to architecture, from crime to culture, etc.

A **new environment** is less easy and open to explore. However, there still are different things to analyze:

- Ecosystem, including natural resources, climate condition, geo-political trends, etc.
- Knowledge from the experiences from adjacent or comparable environments (and/or people having experience in that respect).
- Desires and knowledge of people or businesses who have indicated that they want to (re) settle to that new environment.

It is at this point that structural learning from past experiences and existing information from urban managers proves to be vital. The cycle of Planning – Design – Experience and back to planning is an important tool here. See also illustration 12.

Though we assume in a new environment ‘nothing is there yet’ this is often not the case. There is a plan or even a rather specific design. Even better if this plan or design has been developed with the participation of end users. This is actually the essence of design thinking and system engineering: user centered and co-creative and focused on solutions more than problems (Rowe, 1987). In urban planning and design this user centered co-creation approach has become easier thanks to social media. E.g. for new to build neighborhoods often the potential population of new dwellers is already on line. They can be drawn into the design process.

6.3 Integrated or separated approaches

The Safepolis manual and the technical report CEN 14383 presents two approaches:

- An integrated approach and
- A specialized approach

The safety experts are using the first approach, when the Working Group of a regular planning process for new or existing area will be expanded with some experts specialized in safety, security, and crime prevention/reduction: police officers, security risk professionals, social workers or some residents. What they actually do is rather simple: they look at the ‘bright’ designs from the ‘dark side’ of fear and offending. Thus, the advisors act to counterbalance the creative optimism designers must have to do their job. This counselling approach is costly though, because it depends upon the availability of flexible crime experts able to speak a design and planning language.

Unfortunately, police officers trying to do this job all too often lack the knowledge and expertise to come up with new and better solutions from a crime preventive point of view. Police officers may also strictly hold on to their checklists or training courses.

In the second approach, a separate working group specialized in the prevention/reduction of crime and fear of crime by urban planning, design and maintenance is set up to advise (and influence) the planners/designers, developers/builders and/or services. This approach is often working with a checklist. In the checklist approach, energy is devoted to the production and validation of guidance and lists summarizing ‘good’ and ‘bad’ design features, judged from the crime preventive and fear reducing point of view. Checklists are then disseminated to—or even forced upon—planners and designers. Often their reaction is negative because they have other priorities and they also aspire to achieve their own creative design goals. Planners and architects often look down on those pessimistic crime fighters speaking a completely different language of burglary, robbery and fear. The checklist approach is often only successful in relation to small-scale and technical solutions like target hardening and lighting. These types of technical requirements can also easily be included in building legislation and codes—as has been done for instance in the Netherlands (see appendix, example 3). On the higher scale levels, like urban/district planning, neighborhood design and landscaping, it still proves difficult—if not impossible—to mold crime prevention into a list of simple ‘do’s and don’ts’.

6.4 Existing knowledge on process approach

Worldwide standards: ISO 9000, 14000 and 31000

CP-UDP – and is other continents CPTED - is a new design-led and environmental approach to crime prevention following theoretical thinkers like C. Ray Jeffery, Ron Clarke, Marcus Felson, Paul and Patricia Brantingham, Jan van Dijk and David Weisburd.

In the Safepolis manual and CEN's technical report (CEN/TR 14383-2) this environmental approach has been connected with a managerial approach according to the international standards on quality management (ISO 9000 series). The ISO 9000 Quality management approach focuses on the overall quality goals, demanding involvement from senior management in order to integrate quality into the business system. It also sought to improve effectiveness via process performance metrics: numerical measurement of the effectiveness of goals, tasks and activities. In this way, expectations of continual process improvement and tracking the ultimate business goals— customer satisfaction—were made explicit. Since standards are (obligatory) always tested, elaborated upon and evolving, the ISO 9001 version issued in 2015 (ISO 9001:2015) shows an important change compared to earlier versions. One of the changes is the plug in model it uses: standards from other sectors (food safety, automotive sector, health and safety) can easily be plugged into the more general ISO 9001 standard. Also more specific standards/requirements – e.g. on auditing, documentation, etc. – as well as more generic standards and requirements – like risk management, environmental management - can be plugged in. Last but not least the new ISO 9001 standard (as well as standards on sustainability ISO 14000 and risk ISO 31000) also have a stronger focus on stakeholders/partners (stakeholder analyses) and ask for a more thorough analysis of the context influencing the goals of the organization.

The ISO 9001:2000 standard and also the standards on sustainability (ISO 14000 series) and risk management (ISO 31000) are thus 'process-oriented' with – as mentioned before - a process simply defined as “a set of interrelated or interacting activities, which transforms inputs into outputs”.

The ultimate goal and desired outcome in the case of the ISO 9000 series standard may be summarized as 'a happy client' (i.e. enhancing customer satisfaction by meeting customer requirements). In the case of the newer ISO 14000 sustainability standards, the desired outcome is having a good environmental management system in place.

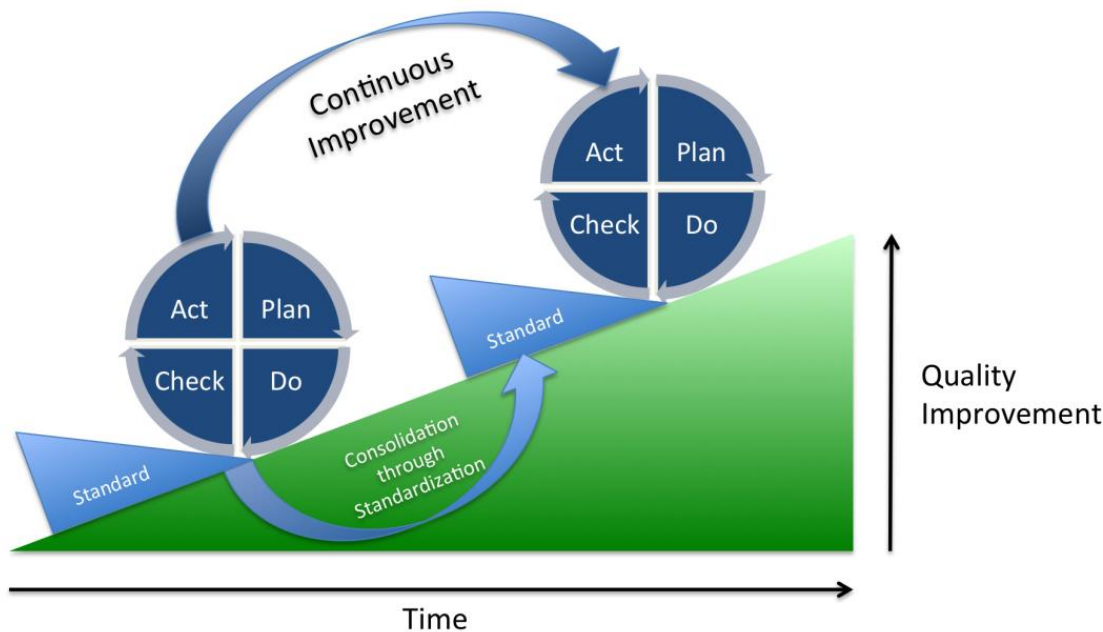
Even though these standards are voluntary, organizations find it hard to ignore the compliance with world-wide ISO 9001 and ISO 14001 standards when taking part in national or international trade and/or delivering national or international services. An organization implements—and often also advertises—these standards because they agree it will make (management) processes more effective, efficient and transparent. But organizations are often also 'voluntarily forced' to implement these standard and comply with - and pay for - external auditing once a year because their clients ask for such standards. When an organization is not certified, its competing power in the market for products and services is diminished.⁶

These standards follow the plan-do-check-act cycle or PDCA cycle (illustration 7). Plan–do–check–act - or plan–do–check–adjust - is an iterative four-step management method for the control and continuous improvement of processes, services and products. It is also known as the Deming circle/cycle/wheel.⁷

Note ⁶ Of course this goes especially for profit organisations and less for non-profit organisations, although more and more non-profit organisations are also forced to listen to market issues like client satisfaction and output/outcome requirements set by their managerial and political authorities. This is also part of the changing policies mentioned before: New Public Management (NPM) and New Public Governance (NPG).

Note ⁷ Source: <https://en.wikipedia.org/wiki/PDCA> (copied October 13th 2015)

Illustration 6: plan-do-check-act cycle – continues improvement



Source: Plan-Do-Check-Act cycle (copied from the standard ISO 9001:2015)⁸

PLAN

Establish the objectives and processes necessary to deliver results in accordance with the expected output (the target or goals). By establishing output expectations, the completeness and accuracy of the specification is also a part of the targeted improvement. When possible, start on a small scale to test possible effects. In design thinking this is called 'prototyping'.

DO

Implement the plan, execute the process, and make the product. Collect data for charting and analysis in the following 'CHECK' and 'ACT' steps.

CHECK

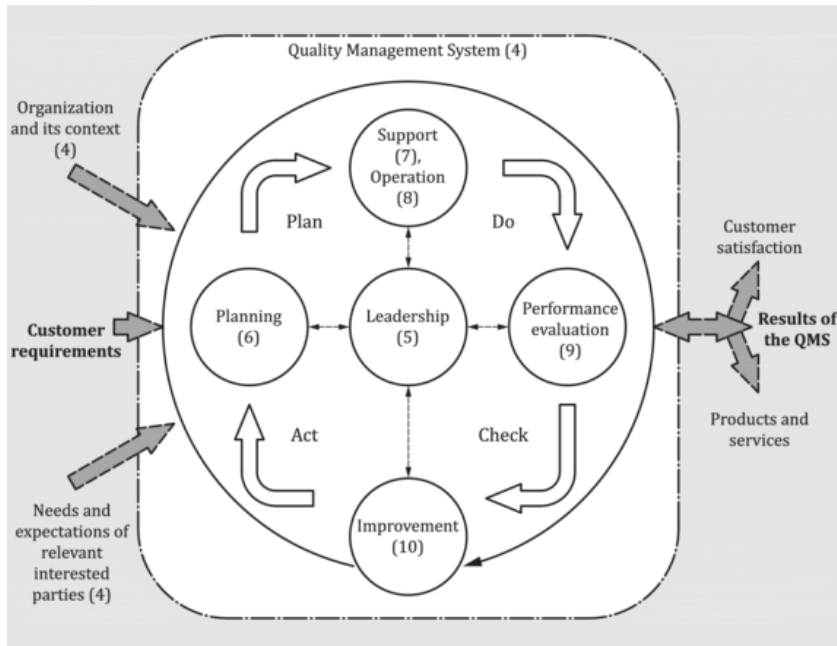
Study the actual results (measured and collected in 'DO' above) and compare against the expected results (targets or goals from the 'PLAN') to ascertain any differences. Look for deviation in implementation from the plan and also look for the appropriateness and completeness of the plan to enable the execution, i.e., 'Do'. Charting data can make this much easier to see trends over several PDCA cycles and in order to convert the collected data into information. Information is what you need for the next step 'ACT'.

ACT

If the CHECK shows that the PLAN that was implemented in DO is an improvement to the prior standard (this is called the baseline), then that becomes the new standard (baseline) for how the organization or partnership should ACT going forward (new standards are enACTed). If the CHECK shows that the PLAN that was implemented in DO is not an improvement, then the existing standard (baseline) will remain in place. In either case, if the CHECK showed results different than expected (whether better or worse), then there is some more learning to be done... and that will suggest potential future PDCA cycles.

Note⁸ "PDCA Process" by Johannes Vietze - Own work. Licensed under CC BY-SA 3.0 via Commons – https://commons.wikimedia.org/wiki/File:PDCA_Process.png#/media/File:PDCA_Process.png

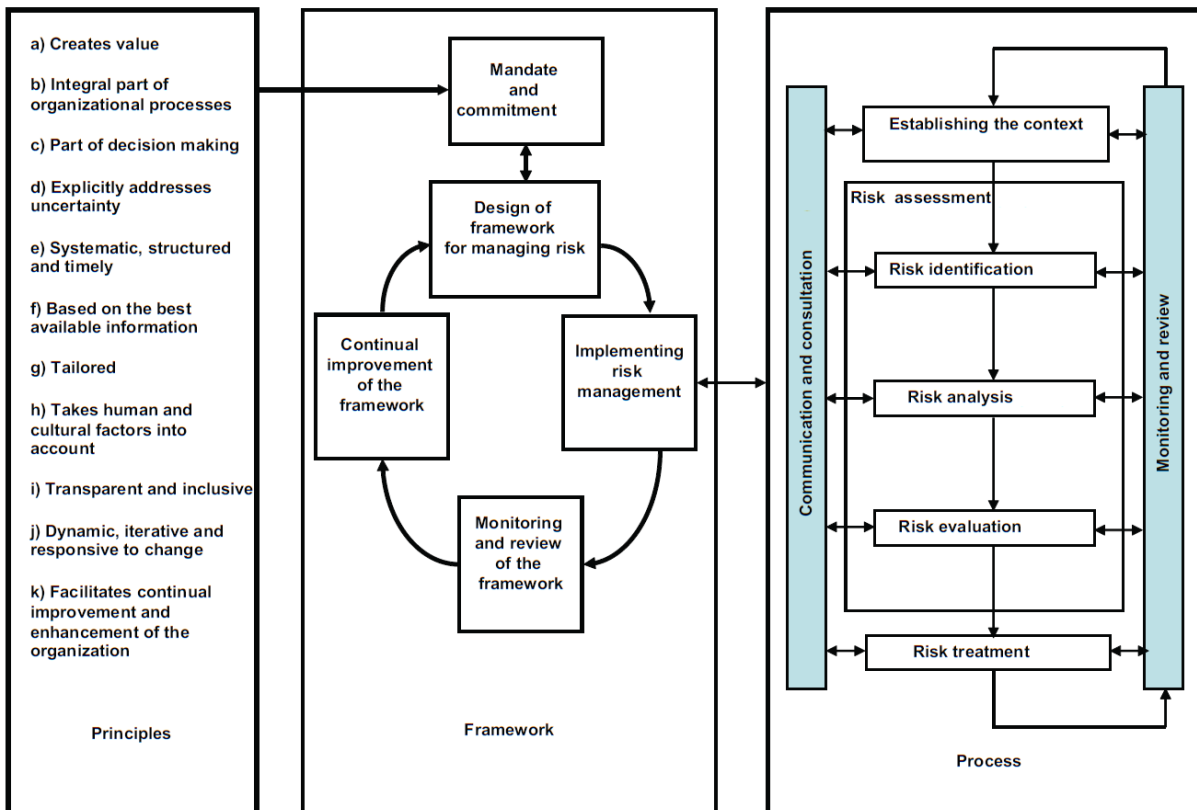
Illustration 7: Plan-Do-Check-Act cycle – quality management system



Source: ISO 9001:2015 Standards <https://www.iso.org/obp/ui/#iso:std:iso:9001:ed-5:v1:en>

The new ISO 31000 standards on risk management are also based on the PDCA-cycle and the process model of the 31000 standard as presented in illustration 8.

Illustration 8: New ISO 31000 standards on risk management.



Source: Risk Management Cycle or Procedure - ISO 31000. <http://www.simplilearn.com/risk-management-cycle-article>

The most interesting column is the one on the right in which a risk assessment process is divided in

- 'Risk identification'
- 'Risk analysis'
- Risk evaluation'

In short: what is the risk, what is the magnitude of the risk and is that acceptable or tolerable? These steps are also included in all CP-UDP processes.

A very interesting move in this risk management standard is the definition of a risk. Normally the insurance definition - in the end still derived from Blaise Pascal 1623-1662 - defines a risk as chance (or: likelihood, probability) multiplied by seriousness of the consequences (e.g. in material/immaterial damage done). In short: a risk is seen as a danger, as something bad.

In this standard ISO 31000 risk is seen as a possible harmful incident, or as possible a good thing happening. The definition of risk is simply: 'the effect of uncertainty to objectives', in which an effect is a deviation from the expected positive and/or negative. Hence there are positive risks like the invention of a very good and valuable product while looking for something else (e.g. the invention of penicillin). This is a concept also known as serendipity.

6.5 System engineering⁹

System engineering (SE) is a new approach that is used in software engineering but also in engineering like urban planning, urban design, architecture and product design.

The SE Mission: assure the fully integrated development and realization of products which meet stakeholders' expectations within cost, schedule, and risk constraints.

Systems Engineering brings two vital elements to a project that are not usually present:

- A disciplined focus on the end product, its enabling products, and its internal and external operational environment (i.e., a system view)
- A disciplined vision of stakeholders' expectations independent of daily project demands

In SE each process is defined by a purpose, outcomes, and activities. There is a worldwide standard (ISO) which explains and standardizes the process of SE: ISO 15288. Again the steps – the process - look familiar:

- a) Stakeholder Requirements Definition
- b) Requirements Analysis
- c) Architectural Design
- d) Implementation
- e) Integration
- f) Verification
- g) Transition
- h) Validation
- i) Operation
- j) Maintenance
- k) Disposal

The effect of such a standard is that in software design, in product design as well as in the design of neighborhoods and cities talking and exchanging information about these processes can be made comparable. And since people working in software design, urban planning and architecture work on a worldwide basis nowadays, all can share the same terminology and ideas about a design process.

Note 9 Text taken from the System Engineering Primer as published by Incose (International Council on Systems Engineering)

<http://www.incose.org/docs/default-source/ProductsPublications/systems-engineering-primer---august-1997B6FA34B2DB8B.pdf?sfvrsn=2>

6.6 Design thinking

Design thinking is an approach very much alike System Engineering. It is user centered and co-creative and focused on solutions more than problems. The five principles of service design thinking (Stickdorn and Schneider, 2010/33)

- User centered: service should be experienced through the customer's eyes
- Co-creative: all stakeholders should be included in the service design process
- Sequencing: the service should be visualized as a sequence of interrelated actions (imagine a service as a movie)
- Evidencing: intangible services should be visualized in terms of physical artefacts
- Holistic: the entire environment of a service should be considered.

Design thinking combines the generation of new ideas with their analysis and an evaluation of how they apply generally. A designer uses abduction to generate an idea or a number of ideas, deduction to follow these ideas to their logical consequences and predict their outcomes, testing of the ideas in practice, and induction to generalize from the results. This learning in turn helps generate new ideas. (Dunne and Martin, 2006/518).

It is interesting to examine design thinking as a research method. Although it is not a scientific method, it was proved to be leading to a more innovative solution as design becomes not only the solution but also part of the research method. The keyword here is 'prototyping' and bringing onboard users to reflect on early prototypes and even participate in the design of 2nd and 3rd generations. A designer becomes a facilitator, using its design skills as a social mean for accurate innovation (illustration 9).

Illustration 9: Design thinking scheme

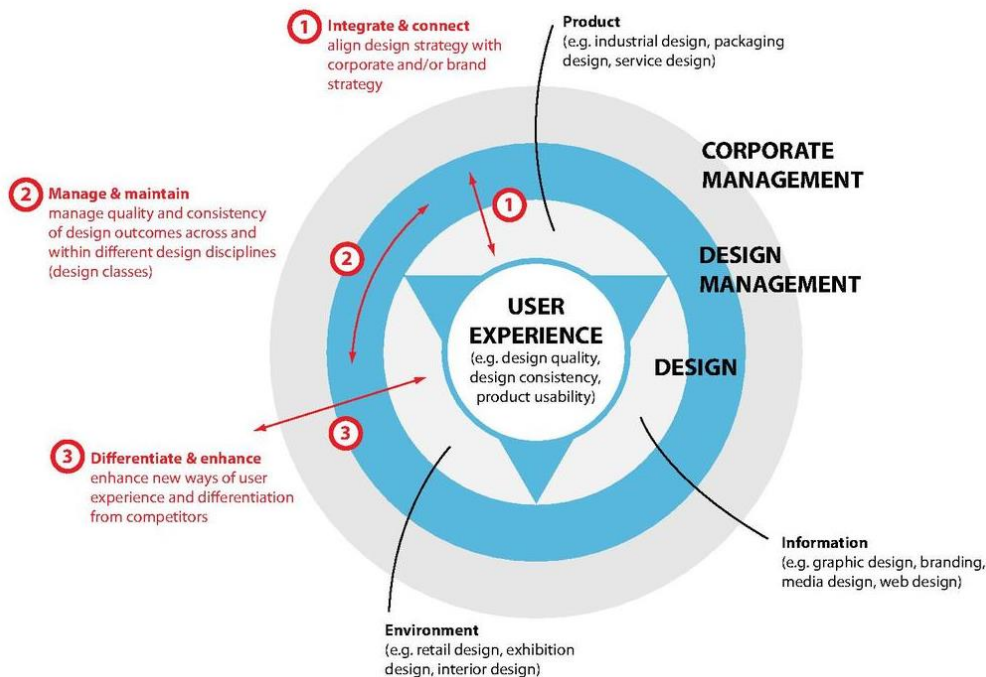


Source: Initial thoughts on design thinking (Ryshke, 2015)

BS 7000-1:200, British Standard Design Management Systems - Guide to Managing Innovation.

This British standard is used to manage knowledge, perceptions, and values, as methods to understand users, technology, design, and managerial process. Its aim is to influence on employees, managers, customers (users), stakeholders, work process, methods, perceptions and organizational structures (illustration 10).

Illustration 10: British Standard Design Management Systems



Source: Weiss (2010)

Change become a reality through the following managerial modifications: work team structure, physical work environment, work team inner communication, attitude toward people, presentation of problems, and finally – change in the definitions of the reasons for facing that problem. Hence this is all about ‘effective partnerships’. It changes the way an organization perceives creativity and translate it into innovation through the following self-questioning: How do we get new ideas? Do we have a structured process for that? How do we filter ideas? What do we do with the ideas filtered? What is our knowledge source for transferring creativity into innovation? How do we find and bring onboard our future clients? De we have a public innovation brief? How do we do risk analysis?

CEN 14383 series specific for CP-UDP

Last but not least the existing set of CP-UDP standard must be mentioned. It is a set of documents of which there is one European standard (CEN/EN-14383-1 on Terminology) and the others documents are easy adoptable texts that might be used to find consensus in a partnership (technical reports TR and technical specifications TS in the CEN 14383 series). At the moment there are seven texts available. See also www.CEN.eu and see Grönlund et al. (2014) for a review.

6.7 Action in the process

Analyzing the step by step approaches – processes – followed in the examples presented from countries all over Europe (see appendix) and looking at the examples taken from other domains like design thinking, system engineering and the management of risks, quality and sustainability, we may distinguish five general steps that seem to be present in every case and example, though the names and concept used may be different:

- I. **Stakeholder analyses:** who are the institutions and people involved in the process; who are the partners? See here also the partners distinguished in the chapter on partnership. The builders and owners of (new) property are often mentioned first, but they are not alone. There is an important list of stakeholder to take into account: the residents, the police, architects, urban planners, designers, urban managers/maintenance, neighborhood organizations, etc. The importance of this part in the process is to identify each type of stakeholder, but also analyze the different qualities they might represent like: age, gender, experience/knowledge, etc. In the Safepolis handbook (and CEN Technical Report 14383-2:2007) this is called “the identification of the stakeholders to contribute to the process”. In short: **WHO?** An important distinction is that between the democratically elected institutes (city council, local authorities) and all others. The first group represents the people/society¹⁰ and in the end they are in charge.

Note 10 In the Safepolis handbook and CEN's Technical Report they are referred to as ‘responsible body’.

- II. **Problem analyses:** what actually is – or may become – the (crime) problem that has to be prevented? Again the names may be different: diagnoses, identification, problem definition, assessment, review, etc., there may be more than a 100 names for this step. But whatever the name is it boils down to the simple question: **WHAT** has to be prevented? Since problems are always time and place specific there is also always the question of **WHERE?**

What is seen as a 'real serious crime problem' may differ for each person and each group of stakeholders. See the Bansky graffiti picture (illustration 11); according to one this is a graffiti problem, according to another this is a great piece of art to embellish a brutal concrete mistake and a third person may be satisfied with a well-positioned CCTV camera.



Illustration 11: Bansky, one nation under CCTV

What has to be prevented might be an objective crime problem (burglary, theft, robbery) or a more subjective one (risk perception, fear of crime) or it may be somewhere in between. Hence this problem analyses is not only a technical process it is a negotiation and agenda setting. Methods like 'design thinking' and 'system engineering' acknowledge these differences in view and definition. The same goes for the approach in which groups of residents walking around – together with e.g. police, urban managers and planners and city counsellors – in a neighborhood to identify, prioritize and solve crime problems (see the safety and security walks mentioned in chapter 5 on actors and partnerships). Often triangulation – using several sources at the same time - is the best option here using police data, victimization data¹¹, focus groups, safety/security walks or ex ante evaluation studies by qualified experts. Note: there is a difference between new to build and existing environments (Greenfield/Brownfield developments; see also CEN's technical report 14383-2 appendix A – Assessment and B – Review).

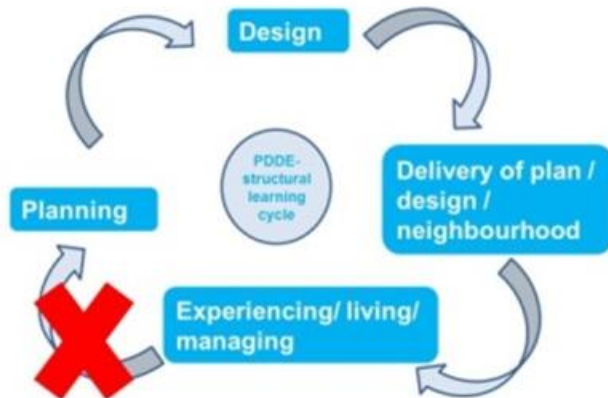
- III. **Make a plan:** preventing the possible problems/risks that are identified by the stakeholders/partners in the step mentioned above implies that the group of involved partners together (!!) makes a plan including objectives, the proposed solutions, activities (who does what and when will it be done) and a budget and overall planning. Again the names differ: working plan, document (see the French ESSP example in the appendix), project/network plan, etc.
- The content of this step is often more complicated. It involves the formulation of clear – and preferably measurable – objectives/goals/aims/targets as well as agreeing about who will do what to reach these objectives. Setting the objectives is essentially a political issue. Deciding about 'who will do what and when' may be seen as a bit more technical issue (planning).
- IV. **Action.** In every example – though the authors sometimes have forgotten to mention it – there is always an action phase. Executing the plan, reaching the objectives ... doing the work. Very often this action phase implies a repetition of activities also at different scale levels: a building as well as the neighborhood.
- V. **Evaluation.** Names like audit, check (plan/do/check/act), re-assessment, impact analysis, performance check, etc. are also used. Most often it is a cyclic process in which the evaluation shows how the existing outcomes can be made better again. Constant improvement is the aim¹².
- This is also the step in which management and maintenance suddenly appears on the stage. In one of the earlier COST TU 1203 publications it was shown that urban designers are slow in learning The lessons learned (e.g. the failing CIAM high rise in Europe and USA) seemed to stay rather implicitly with only one - or at best a few - designers or planners. So it is individual learning and not collective learning. In most urban and architectural designs there is no collective post-project evaluation after a few years. Hence there is hardly any structural learning for future projects and future generations. In that respect planners, designers and architects are still artists delivering huge pieces of art in which several thousand people live. After designing and delivering one piece of art – a building, a neighborhood or even a new city – the architects and planners focus on a new design or plan, leaving their designs to the residents and urban managers. There is no structural learning cycle that ploughs back the

Note 11 Preferably following a European or Worldwide standardised questionnaire and protocol. See e.g. the Eurobarometer or the International Crime Victim Survey (ICVS).

Note 12 The Japanese 'kai-zen' meaning that through a process of constant improvement processes and product can be made better and better. It is the basis of quality management. In this process everyone has to contribute; from the simplest factory worker to the highest manager.

knowledge and experiences from residents, users and urban managers to planners and designers. That is why a structural PDDE cycle (illustration 12) is so important: the process step which is underneath the cross is vital.

Illustration 12: PDDE Structural Learning cycle



Source: Soomeren et al., 2016

It would be too simple to blame only urban planners, designers and urban managers for this. What is lacking is the structure and the method to evaluate and learn from experience. We could blame politicians for this serious defect. On the other hand, the circle from planning, design through to building and management and most important the practical experience by 'living (in) the plan and design' overarches any democratic life cycle of a politician.

In short the five steps mentioned above can be recognized in all examples (see appendix and see the existing knowledge on process approach as summarized in 7.4). These five steps are the most essential bricks building CP-UDP processes.

Furthermore, there are a few general remarks to be made about these processes in CP-UDP. These processes:

- Are always a mix of social and technical/physical processes that take place in a specific time and place.
- May focus on new and/or existing environments (brownfield/greenfield).
- Run either separate from the regular building/maintenance processes and flow charts or they are integrated.

7 Conclusion

Partnerships are unique and processes are generic

The distinction between partnership and process is theoretical. It's like asking what came first: the chicken or the egg. There is no process in CP-UDP without a partnership and there is no partnership without a step by step process; how chaotic that process might be.

However, making the distinction showed that there are huge differences in **partnerships**: the German approach is completely different from the French ESSP approach or the Police Label Secure Housing approach in The Netherlands. Hence partnerships seem to be tailor-made for a country or even a city; e.g. Manchester follows an ESSP-like approach in the UK. Hence in the case of partnerships the context is obviously of the utmost importance.

But the (ideal) **process** is more or less the same in all countries; it's obviously more generic. It might be a bit more or less straightforward from country to country and sometimes in a specific case steps might have been forgotten, but always the five steps distinguished above can be recognized: the identification of stakeholders (stakeholder analysis; who), the identification of problems (problem analyses; what) at a certain moment and location/place (where). There is also always a kind of planning involved: who will do what, and – probably the most important issue to solve beforehand – what are our common objectives, goals or aims. Of course in every process there is also an action or execution phase during which step the work is really done. And last, but not least there is the evaluation to see if – and how – the actions have worked out. Though often forgotten - and probably more often too late thought off and planned - in all case studies the evaluation phase is included.

Processes fundamentally more democratized

Interesting to see is that the stakeholder analyses and stakeholder participation have become more important in newer process approaches like design thinking, system engineering and recent worldwide standards on sustainability, risk management and quality. In general, you might say that the processes have become fundamentally more democratized. This might have to do with the fact that processes have become more sophisticated due to globalization – e.g. big architectural and engineering firms work worldwide nowadays – and the interdependencies have grown enormously (Mannheim, 1950).

A fair process as prerequisite for an effective partnership

A fair, smooth and well planned process proves to be also very important for a successful partnership. Analyzing the problem together, formulating objectives together, discuss the ownership of a problem are all crucial for a vital partnership.

8 Recommendations

- Raise the issue of Crime Prevention through Urban Planning and Design (CP-UDP) on a number of levels (national and local, public administration, academic and research institutions, executive branch of government and competent ministries).
- Stimulate a more holistic approach to safe and healthy cities; start looking at social safety as one – interrelated – piece of the social puzzle of planning and designing our cities. Share theoretical and methodological strategies from CP-UDP with other social disciplines, and learn from these disciplines as well.
- In addition to the police as a key actor in crime prevention, promote an interdisciplinary approach, which will involve actors of urban planning and design and all other stakeholders whose ideas, capabilities and activity can improve on the regulations adopted in this field.
- Enable the collection and registering of data necessary for the analysis of specific forms of crime in public space within the analytical departments of official government agencies and ministries – and translate the data information for the participating stakeholders. Make a distinction between crime reported to the police and victim surveys. Police statistics are in most cases less sophisticated compared to victim surveys. Use for victim surveys the international standards like those from International Crime Victim Survey (ICVS) or Eurobarometer.
- Develop and use tools for gauging people's fear of crime and their perception of local crime and analyze specific forms of crime in public space. Integrate them in the process of negotiation in the partnership. Safety and security walks might be a good option to learn more about fear and feelings of insecurity and specific crimes in specific places. These walks are also important to come to a consensus about the existing situation and problems in an area.
- Educate designers and planners so that they can familiarize themselves with the concepts of CP-UDP and provide them with practical guidelines on how to efficiently integrate these concepts into day-to-day planning and make revisions to existing designs and projects. Especially in the field domains of building, engineering and planning official standards are used. The standards mentioned earlier – from design thinking and SE to sustainability and quality - or the specific CP-UDP standards in the CEN 14383 series (standard, reports and specifications) might be helpful (www.CEN.eu).
- Support researcher who will analyze crime in terms of its form and the location and time of its commission. Enable the partnership for understanding of crime patterns and criminal behavior in detailed way. Provide decision makers on different levels with access to vital, synthesized information that is essential for good planning and strategizing.
- Provide a system for monitoring and assessing the implementation of different procedures, policies and projects in the field of crime prevention and urban planning and design – and discuss the results in the partnership.
- Learn from good practices of partnerships in European cities and countries.
- Promote the principles of CP-UDP, but do not exaggerate in institutionalizing CP UDP into law. It does not correspond to the zeitgeist, to force the stakeholders – it is more promising to win them for the interdisciplinary approach and the rich toolbox.

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Appendix

Case Studies

1. French Examples

1.1 Communal Consultation Committee for Situational Prevention in Lyon (3CPS)

Security Contract in 1998

Creating the Communal Consultation Committee in 2002

Connecting Knowledge of Project Security Environment

New Tools for Cooperation

Chair and Participants

The Lyon City Council signed a local security contract (CLS) in 1998. The objective is “securing public spaces and facilities” through the prevention mechanism of situational prevention. The Communal Consultation Committee for Situational Prevention has been created by municipal law in March 2002 (3CPS). The committee was intended to act as a “project examination framework”. Its purpose was to ensure that urban planning, spatial development and construction projects were designed, implemented and managed with prior knowledge of the project security environment, and to make sure that these considerations were taken into account at all levels of the project (urban planning, design, construction, management, cleaning and surveillance). The aim of this initial examination work is to anticipate the potential impact of the project on an existing situation marked by security concerns, as well as its wider impact on its environment.

The city council’s task was to develop a range of new tools to enable contracting authorities and designers to appropriate the principles and techniques of situational prevention. Ultimately, the council had to educate as many people as possible and initiate cross-disciplinary discussions on security issues, with a view to improving:

- Design and management of spaces and buildings, in order to reduce the number of sites where criminal activities and general security issues might develop.
- Municipal service support during project implementation.

The chair of committee is the Deputy Mayor of Lyon who is responsible for public order and the vice-chair is the Deputy Mayor who is responsible for urban planning. The other key members are representatives of the Departmental Directorate for Public Security, the Departmental Directorates for Infrastructures, the Departmental Fire and Emergency Services Department, and urban planning managers from the city council and the Lyon urban community.

Invited Guests

Depending on the subjects under discussion, various guests are invited to committee meetings. These may include the mayors of the arrondissements concerned, the arrondissement commissioners, or the managers of departments and services affected by the planning.

Security Assessment of New Projects

Article 1 of the municipal law establishing the committee states that the 3CPS is required to "issue an opinion on the measures proposed by builders and developers in their projects, with a view to protecting people and property, and facilitating the intervention of the police and emergency services". Contracting authorities or designers are asked to present their projects at committee meetings, and to highlight the security issues they have identified following a security assessment. The committee issues its opinion on the proposed measures – relevant steps are:

- An examination of the project by experts from a range of different disciplines.
- A constructive discussion between the contracting authority and committee members on the best way to incorporate security objectives into the project.
- Identification of the most appropriate construction methods and management procedures (cleaning, human presence).

Examination – Discussion – Identification Most Appropriate Methods and Procedures

Project managers are first required to conduct a situation analysis. The purpose of this analysis is to assess the current crime and security situation in the project environment, and to establish the types of risk encountered (risks associated with the project environment, risks associated with the type of project, and potential risks arising from the design and/or operation of the project). The project managers then use the results of this analysis to determine the most suitable measures in terms of urban planning, construction and management, and to identify the necessary mechanisms for monitoring and evaluating the actions implemented. This environmental analysis enables to gain a more holistic overview of the project and ensured that it would operate more effectively in the future.

Process Model Situation Analysis Identification of Risks

Deriving Most Suitable Measures

Use in a variety of project types

The committee examined a vast array of different projects, from the construction of schools and community centres, to the redevelopment of public squares and roads, the creation of green spaces and the extension of existing parks.

1.2 Statutory Introduction of Public Security Studies throughout France

Desire for Crime Prevention in Urban Planning since 1995

The LOPS Act laid the basis for the crime prevention in urban planning and construction in 1995. Article 11 of the LOPS Act introduced a compulsory requirement to conduct public security studies prior to the commencement of "development and public facility projects and construction programs which, due to their scale, location or specific characteristics, may have an impact on the protection of people and property against threats and attacks". The implementing decrees for these public security studies were published in 2007 (article 14 of the French Act of 5 March 2007). It sets out a framework for public safety and security studies (called ESSP; Ministère de l'Égalité des territoires et du Logement 2012). The decree states that development projects, construction and facility projects aimed at the public must be preceded by an ESSP. It also sets out the implementation of the Consultation Committee for Security - therefore is to create a new Sub-Committee for Public Security that is responsible for the assessments through ESSP.

Framework for ESSP (Public Safety and Security Study)

As required by law the aims of the assessment by ESSP are as follows:

Aims of the Assessment

- To understand the social and urban context surrounding the project.
- To assess public security and crime phenomena: collection of data from the relevant authorities, and analysis of these data.
- To prioritise risks that may impact the projects.

Methodology

The methodology is based on interviews, field surveys (site visits, photographs), analysis of relevant studies, analysis of crime and security statistics, and meetings with the partners in order to establish a joint result of the assessment and common conclusions. In Lyon for example they interviewed key local stakeholders like national police, Rhône security focal point, Lyon municipal police, local authority technical departments (General Supervision Manager responsible for developing and operating the CCTV system for public spaces), transport provider Keolis, land-lords (Dynacité, ICF, SNI), the director of shopping centres, the transport police (SUGE) manager, various SNCF contacts (operators, security department), the manager of the Lyon Parc Auto sites, the manager of the municipal library, and the manager of the tunnel control centre.

Content of ESSP

Project security analysis:

- Identification of potential risks generated by the projects.
- Risks detected in the project environments.
- Risks generated by the project that need to be considered.
- Mitigation measures for these two types of risk (existing risks and generated risks).
- Emergency and security service access and intervention study.
- Study of land/property ownership to clarify the status of the spaces and establish security responsibilities.
- Identification of vulnerabilities triggered by the project.

Deriving Recommendations

Recommendations and selected measures:

- Construction and development recommendations and selected measures: approach to public/private boundaries, urban ambience, traffic flow security, lighting, landscaping.
- Technical recommendations and selected measures: For
- each establishment open to the public, the recommendations and selected measures will focus on the periphery, boundary and internal area of the project.
- Organisational and human recommendations, and selected measures: Safety and security have an important role in the project's scale from a social and economic point of view.

Key Issues

It is essential to treat security matters as central components of a new project. These include traffic flow security (pedestrian routes, roads, transport, etc.), the boundaries between private and public spaces, access between high and low spaces, and access for the police and emergency services. The urban ambience, in terms of lighting, landscaping and signage, must also be addressed with security in mind. Careful consideration must be given to the coordination of management tasks and responsibilities between the various local operators. Mixed use is one of the central principles of the project (transport, offices, shops, etc.). And in the interest of security, it is essential to consider risks from the outset during each phase of the work. The securing of flows areas (like walk sides, roads), the processing of limiting public and private spaces, the layout of the high and low square bond with the accessibility for police and emergency services should be at the heart of the project.

2. German Examples

2.1 BoSKo Cologne as Partnership on the Micro Level of a Quarter

Example 1: BoSKo
Bocklemuender Urban District
Coalition

Composition of Relations
between Local Deciders

Creating a Steering Mechanism
by Connect- ing the
Stakeholders

Strategic Level: Managers and
Heads of Local Insti- tutions and
Organisations

Developing a Strategic
Frame for Coordinated
Initiatives

Logic of Principal and Agent

The decision makers of different departments in the city – e.g. policies of land-use planning, housing, education, welfare and so on – participate in the producing of collective efficacy. This was the basic assumption of BoSKo Cologne (BoSKo = Bocklemünder Stdtteil-Koalition). The project fosters the composition of relations between local deciders. On the basis of an assessment that screened and surveyed firstly the degree of crime and incivilities, and secondly the high feelings of insecurity by residents in the quarter of Bocklemuend-Mengenich in Cologne there was derived the goal to create a special action and steering mechanism by connecting the stakeholders. Their key personalities organise a network that is called “coalition” and cooperate for implementing more effective actions of crime prevention by reciprocal coordination (Schubert/Wolter 2014).

On the strategic level there are integrated the decision makers, managers, heads and directors of institutions and organisations belonging to diverse fields of activities that have an influence on mechanisms of control. The participants are: The heads of the housing companies Antoniter Siedlungsgesellschaft mbH (ASG), Deutsche Annington Immobilien SE, Landesentwicklungsgesellschaft Immobilien AG (LEG) and GAG Immobilien Gemeinnützige Wohnungsgesellschaft AG (GAG), the district mayor, the spokesperson of the tradespeople, leading officials of the citizen centre, of the communal housing office, of the community centre in the quarter, of the services of the public policy, of the local police, of the public youth work, of the municipal aid for drug users, of associations of the civil society, and of the religious infrastructures. These top executives developed the strategic frame for coordinated initiatives on the operative level of concrete prevention actions in the quarter.

The division of labour follows the logic of the consistent regulated relation between principal and agent. Employees of the different involved organisations and institutions cooperate on the level of joint measures – e.g.:

- Housing Companies
 - The caretaker and the concierges of the four housing companies that own dwelling stocks in the quarter arranged with each other common rules and standards of control, prevention, and intervention.
- Architects and Urban Planners
 - The architects of the housing companies and the urban planners of the city Cologne cooperate continuously in urban crime prevention by defining the connecting zones between private and public spaces with CPTED-criteria.
- Shopkeepers and Tradespeople
 - The shopkeepers and tradespeople are cooperating with the renting unit of the housing companies for strengthening the informal social control of public spaces in the surrounding of the shops and gastronomies.

Before that each of the companies and public institutions had their own strategy without coordination.

Partnership of Actors

Actors on the Strategic Level

The following actors are integrated in the partnership on two levels:

The heads of four housing companies in the quarter:

- Antoniter Siedlungsgesellschaft mbH (ASG)
 - VONOVIA Deutsche Annington Immobilien SE
 - GAG Immobilien Gemeinnützige Wohnungsgesellschaft AG (GAG)
 - Landesentwicklungsgesellschaft Immobilien AG (LEG)
- District Mayor

Spokesperson of the tradespeople Leading officials of:

- Communal housing office
- Community centre in the quarter
- Services of the public policy
- Local police
- Agencies of public welfare and social work
- Public youth work
- Municipal aid for drug users
- Associations of the civil society and of residents
- Religious infrastructures.

Actors on the Operative Level

Caretakers and the concierges of the housing companies
 Designers, architects of the housing companies
 Urban planners of the department for urban development of Cologne
 Employees of the District Mayor and local authorities

Actors on the Operative Level	<p>Employees of shopkeepers and tradespeople with public spaces in front of the facilities</p> <p>Personnel of social work and social services</p> <p>Volunteers of the residents</p>
Kind of Cooperation for Improving Crime Prevention	<p>The coalition BoSKo represents an innovative form of cooperation between housing companies and other local agencies for sharing expectations for control and reducing crime. The local actors of urban administration and planning are integrated in the process (Schubert, Zimmer-Hegmann et al. 2015). The coalition of the key personalities of the local decision makers of different fields of activities and functions created a strategic frame that took effect as steering and coordination mechanism for crime prevention in the quarter. This frame is representing an approach for generating social control by interdisciplinary cooperation.</p>
Implementing Joint Standards and Solutions on Action Level	<p>On the action level employees and personnel of the participating organisations and institutions change over the strategic goals in measures. They implement joint standards and solutions for prevention and intervention in the private and public spaces. They cooperate in small circles that are focused on special issues like e.g.:</p>
Rules of intervention	<ul style="list-style-type: none"> • Common rules of intervention for the caretakers and the concierges of the housing companies in cases of crime and incivilities.
Coordinated Action	<ul style="list-style-type: none"> • Coordinated actions for the clean-up of litter and bulky waste.
Urban Design and Planning	<ul style="list-style-type: none"> • Urban design and planning of areas that were identified as problematically because of structures creating insecurity.
Responsibility of Shopkeepers	<ul style="list-style-type: none"> • Common responsibility of the shopkeepers for the surrounding public spaces.
Mobile Social Work for Young People	<ul style="list-style-type: none"> • Offering "streetwork" (mobile units of social work) for young people that generate feelings of insecurity in the public spaces.
Commitment of Elder Residents	<ul style="list-style-type: none"> • Activating commitment of elder residents for taking care of the public spaces in the quarter to decrease feelings of insecurity in this population.

Results of the Partner- ship

- Assessment for screening and surveying the degree of crime and incivilities in the quarter and the feelings of insecurity by residents
- Strategic frame with general principles that focus on (in-) formal norms and practices of cooperation in preventing crime Coalition of key personalities and decision makers of different local stakeholders (principals)
- Mandating operative employees of the involved organisations and institutions as agents for implementing more effective actions of crime prevention by reciprocal coordination.

The division of labour follows the logic of the consistent regulated relation between and agent. Employees of the different organisations and institutions cooperate on the level of joint measures.

Common Concepts and Action Plans of the Coalition

Common concepts and action plans of the coalition – developed by small circles of relevant experts:

- Frame of rules of intervention for the caretakers and the concierges of the housing companies in cases of crime and incivilities.
- Clean up of litter and bulky waste.
- Common patrols of police and municipal public order agency.
- Urban design and planning for insecure local areas.
- Responsibility of the shopkeepers for the surrounding public spaces.
- Social work for young people that generate feelings of in- security in the public spaces.
- Commitment of elder residents for taking care of the public spaces in the quarter

2.2 The Partnership for Crime Prevention in Urban Planning and Design in Lower Saxony on the Macro Level of a Federal State

Example 2: Partnership on the Macro Level of a Federal State

The “Partnership for Crime Prevention in Urban Planning and Design” (Sicherheitspartnerschaft im Staedtebau in Niedersachsen) in the federal state Lower Saxony was founded in the year 2005 as an interdisciplinary network of experts and associations whose main activity is the crime prevention through environmental design (Schubert 2005; Schubert/Veil 2011).

Initiated by Ministry	It was the Lower Saxony Ministry of Social Affairs that initiated the partnership to encourage urban planners, architects, and the building industry to adapt criteria of crime prevention in the urban planning and design for reducing the opportunity for crime and avoid the fear of crime, creating a safer and more secure environment (Alexander et al. 1977; Clarke 1980; Wikström 2010).
Support By Research Centre "Social • Area • Management" of TH Cologne	The Research Centre "Social • Area • Management" of the Technical University of Cologne supported the process scientifically and consulted the network of the actors (Schubert 2015).
Cooperation of Main Agencies of Urban Development on the Macro Level of a German Federal State	The Partnership for Crime Prevention in Urban Planning and Design brings together all the main agencies of urban development on the macro level of a German federal state working in conjunction to make rural communities and urban areas on the meso level of the federal state Lower Saxony safer. It has the aim to achieve an early and networked action of all the responsible stakeholders of the communal urban planning, of the architectures, of the police, of the building industry and of the housing companies.
Key Objectives of the Partnership	The Partnership for Crime Prevention in Urban Planning and Design was established for the reason of increasing attractiveness of the communities and cities in Lower Saxony. The reduction of crime and the reduction of fear of crime are key objectives of the partnership. Therefore special principles, aims and procedures – especially concentrated on the planning and development of urban projects, which should improve the factual safety and reduce the fear of crime – were agreed upon.
Participating Actors of Urban Planning and Design	<p>The Partnership for Crime Prevention in Urban Planning and Design contains 20 professional associations, associations of interest groups, and confederations of organisations and institutions acting in all parts of the federal state. During the process of cooperation they built a network of the responsible stakeholders (architects, urban planners, police, housing companies, social planning, universities) for crime prevention by urban design and planning. Working together they connect their professional knowledge and bring it into longterm projects like for example creating secure urban environments.</p> <p>The members are:</p> <ul style="list-style-type: none"> • Lower Saxon Ministry of Justice • Lower Saxon Association of Cities and Towns (DST) • Lower Saxon County Association (DLT) • Confederation of Housing and Real Estate Companies in Lower Saxony and Bremen (vdw)
Federal State Municipalities and Rural Districts Real Estate Sector	

	<ul style="list-style-type: none"> • Confederation of Private Building Companies and Real Estate Industry (BFW) • Association Proprietary Lower Saxony (VWE) • German Union of Tenants in Lower Saxony and Bremen (DMB) • Regional Confederation of the House, Residential Apartments and Real Property Owners' Associations in Lower Saxony • Confederation of Public Transport Companies in Germany (VDV) • Architectural Association of Lower Saxony • Leibniz University Hannover, Faculty of Architecture and Landscape Sciences • German Academy for Urban and Regional Planning (DASL) • Academy for Spatial Research and Planning (ARL) • Association of Urban, Regional and Land Use Planner (SRL) • Federation of German Landscape Architects (BDLA) • German Union for Child Protection (DKSB) • Regional Working Group for the Development of Deprived Areas in Lower Saxony • Lower Saxon State Office of Criminal Investigation (LKA) • Crime Prevention Council of Lower Saxony (LPR) • Bank for Investment and Business Development in Lower Saxony (NBank)
Public Transport	
Professionals of Architecture and Landscaping	
Social Stakeholders	
Police	
Development Bank	
Perspectives of Prevention	In the cooperation there is a distinction between primary, secondary and tertiary prevention (Lab 1997):
Primary Prevention	In urban crime prevention, the protection focus of primary prevention is based on a fundamental level. From an urbanistic point of view it starts in the planning phase or before any developmental measures have been taken, in social terms with universal offers to strengthen the structures. It is a proactive and long-term view with the objective of enabling the inhabitants of urban areas to avoid certain dangers and risks or at least to handle them in a precautionary way.
Secondary Prevention	The aim of secondary prevention is to detect disturbances already at an early stage and to stop the expected development by taking preventive measures.

Tertiary Prevention

In the case of tertiary prevention, a problematic situation has already occurred. Certain reactions are supposed to prevent further worsening and the continuation of the complications. In the urbanistic context, this often concerns areas, which cause fear and locations where critical incidents take place, but also conflicts of use which result from the competition between different groups using the same urban area.

Improvement of Crime Prevention by Transdisciplinary Cooperation

The vision of the partnership is focused on the improvement of urban crime prevention by transdisciplinary cooperation. The professions of urban planners, architects, landscape architects, policemen, urban administration, real estate management, waste management, teaching architecture and urban planning in universities and other educational institutions integrated their knowledge.

Agreement

In the year 2015 the so called "Agreement on Increasing Urban Security and Crime Prevention by Planning and Renewal of Living Areas" was signed by institutions and unions which are able to take influence on the town planning and town construction in the federal state. The participating actors committed to contribute for increasing security in the neighbourhoods and the public areas in their fields of activity.

Guidelines

The jointly signed declaration contains the following eleven points:

1. Security in public areas
2. Combined land use
3. Security in traffic circulation areas
4. Encouragement of neighbourhood activities
5. Public participation
6. Cooperation and exchange of information between the different disciplines
7. Testing and comparing new techniques
8. Building networks of multipliers
9. Enhancement of the public relations
10. Research and evaluation
11. Education and advanced training

Transdisciplinary Tools

Based on this general orientation the Partnership for Crime Prevention in Urban Planning and Design in the federal state Lower Saxony worked transdisciplinary tools out on the strategic level of the federal state:

Common Language

Label "Safe Housing"

Guidance "Safe Public Spaces"

- A common language of crime prevention by urban design and planning.
- The guidance and Label "Safe Housing".
- The guidance "Safe Public Spaces" – focused on local situations that are especially stressed by crime and incivilities like railway stations, stops of public transport, frequently used public places, school areas, playgrounds, pedestrian areas, sports fields, parking areas, greenare- as and parks, and so on.

Chain of Dissemination from the Macro Level to the Meso Level and further to the Micro Level

The partnership disseminated these tools on the meso-level of the housing companies and in the administrations of cities and communities. The responsible institutions and organisations apply the criteria and principles on the micro level of local situations. Thus there is a chain of dissemination from the macro level of the state to the meso level of cities or companies, and further to the micro level of local situations.

2.3 The Tool "Security for Public Spaces" in Lower Saxony

Design Thinking Approach

The frame of the development of an open-minded application model of standards of CP-UDP represents the concept "Design Thinking" that Larry Leifer developed at Stanford Centre for Design Research and that David and Tom Kelley advanced at IDEO in Palo Alto. Design Thinking is an approach for generating creative action by interdisciplinary cooperation. The goal of Design Thinking is matching people's needs with what is technologically feasible and viable as a planning strategy. Thus the user is totally in the focus of the emphatic approach. The basic rule is to form multi-disciplinary and heterogeneous teams and cooperation chains allowing for ideas that extend far beyond the borders of the individual member's own discipline. This trend moves visibly from an individualistic way of thinking to a we-culture of mutual creation. Collaborating teams and networks use their collective intelligence better and generate working processes with greater sustainability. Through the Design Thinking innovation process, the connected actors navigate into the solution space further forward.

Innovation Process by Connecting Different Actors

Public Spaces of Infrastructure Facilities	The infrastructure facilities of public life, education and transport are – embedded in the public space – important "lifelines" of the community. They represent the basis of the community and complement the functions of the residential neighbourhoods and quarters.
Vulnerable Because of External Stresses and Disturbances	Because they are partially very busy and represent heterogeneous used public spaces, they are vulnerable. In the case of external stresses and disturbances of public safety and security these settlement areas require special preventive strategies. Examples of such infrastructure facilities and public spaces, in which frequent security problems are found, are sites in the community like: train station, pedestrian area, public transport stop, school, public square, playground, sports facilities, access to parks or parking lots for bicycles and motor vehicles in the urban environment.
Tool "Security for Public Spaces"	Therefore the Security Partnership in Urban Design and Planning in Lower Saxony developed (2012/2013) the tool "Security for Public Spaces in the Municipality" (published: URL http://www.sicherheit-staedtebau.de/).
Knowledge/Experience of Disciplinary Perspectives	<p>The tool addresses the knowledge and the experience of various disciplines. It is recommended to form an interdisciplinary working group. Therein are the following thematic areas be represented:</p> <ul style="list-style-type: none"> (1.) Design perspective: urban planning and open space planning; (2.) Management perspective: municipal and other organizational units, whose professionals are responsible for the management, cleaning and maintenance of public spaces and green areas as well as housing associations; (3.) Security or Control perspective: experts for crime prevention by police, public order authority, and local prevention council; (4.) Usage perspective: committed citizens, representatives in the realm of civil society and representatives of different concerned population groups, who can bring in the perspective of users, holders, and also authorities of local administration (such as youth welfare office, social planning agency and so on) and associated with agencies of social services or operators of recreational facilities.

Phases of the Application

The application of the tool includes three phases with seven basic steps:

- Phase 1: site selection, situation analysis and situational awareness = (a) site selection, (b) constitution of the multidisciplinary working group, (c) evaluation of the information bases of the participating departments and agencies.
- Phase 2: Integration of findings to a joint assessment, site visit and interviews = (d) content study of the dimensions and criteria of the tool to prepare the application, (e) common application of the tool in a selected area and description of the situation, (f) evaluation of the application and discursive derivation of measures.
- Phase 3: Reporting with recommendations = (g) preparation of a report on the need for action with recommendations.

Analysing Critical Locations

The Security Partnership in Urban Design and Planning in Lower Saxony developed the tool in the years 2012 and 2013. It contains criteria of CP-UDP for assessing the safety situation of public spaces and of local infrastructure facilities, and it supports finding preventive solutions. It is an instrument for analysing the situation in critical locations of a social area (district) or the whole municipality (Jacobs 1961; Eck/Weisburd 1995), and for deriving solutions and planning perspectives.

Dimension of Urban and Architectural Design: 12 Criteria

The dimension of urban and architectural design, as well as the technical equipment includes twelve criteria: (1) readability and orientation, (2) spatial arrangement and allocation, (3) clarity of design, (4) design territorial limits, (5) visibility, (6) localization of activities, (7) lighting, (8) accessibility, access conditions, (9) robustness / resilience equipment and technical backup, (10) secure storage, (11) compatibility of the area with security measures, (12) transport links and routing.

Dimension of Management: 8 Criteria

In the second dimension local infrastructures and public spaces are to be protected through proper management. Eight criteria were compiled in order to consider the core function of urban security by management: (1) rules for the use, (2) cleaning, (3) maintenance, (4) cooperation in the neighborhood and with institutions, (5) measures for user groups, (6) formal surveillance, (7) access organization, (8) coordination of time rhythms.

Dimension of Responsibility: 3
Criteria

The public spaces and facilities may be protected by the responsibility of users and holders in the third dimension (Bursik/Grasmick 1993). Three criteria were formulated, how the urban security can be supplemented by use of responsibility: (1) promoting / admitting activities of people-using, (2) participation / involvement of users and holders, (3) engaging in self-responsibility / identification.

Checklist with Questions as
Assessment Basis

For each criterion questions were formulated. The questions will be used in the course of site inspections by an interdisciplinary working group and within the framework of surveys on the existing local situations. Thereby an informed assessment of the local situation is stimulated and - on this basis - a clarification process brought about, what to do in detail in order to improve the situation:

Task of First Phase

- The tasks of phase 1 are site selection, situation analysis and situational awareness: After the constitution of a multidisciplinary working group and selecting the application area the situation or planning task will be analyzed and assessed monodisciplinary in the first phase. To be able to overlook the initial situation it is recommended to consult police knowledge on crime and to individual types of crime as well as on the occurrence of offenses in the selected space. Moreover, the recommendation was made, the area to be evaluated demarcate not too big. Because the review process is easier if compact, manageable space zones are selected.

Task of Second Phase

- The task of phase 2 is a joint review by the tool: In the second phase, the monodisciplinary insights will be merged and integrated into a common assessment. On this basis the issues of the tool will be discussed in interdisciplinary teams - as part of site inspections and interviews of the responsible organizations and companies.

Task of Third Phase

- The task of phase 3 is focused on drawing up a report with recommendations: In the third phase should be coordinated, the identified need for action between the departments, and summarizing final judgment, so that they can be considered for further actions of the municipality. This final preparation of recommendations for implementation can be submitted to the competent Council bodies for consultation and decision-making.

Application in Three Stages of Crime Prevention

Crime prevention is differentiated according to three stages: primary, secondary and tertiary prevention. The tool may be used in all three (Lab 1997):

Primary Prevention

In the "primary prevention" the orientation of protection begins already in the planning stage or before the renewal measure. The view is looking ahead long term and to empower the urban space and the people to avoid hazards and risks or deal with them in an appropriate manner. To achieve this, the work is offset permanently preventively incorporated into municipal planning and renewal – for example in routines of urban, social and open space planning in the interest of neighborhood development, the preparation of major projects or of public space renovation and infrastructure facilities.

Secondary Prevention

The "secondary prevention" is also called early detection, because it detects faults at an early stage as possible and stops the likelihood of a negative development through appropriate measures. Focus on targeted interventions are supporting and strengthening of spaces and users.

Tertiary Prevention

In the case of "tertiary prevention" a problem situation has already occurred. Tertiary prevention measures are taken to prevent further tightening and to prevent the continued occurrence of complications. The problem may be related to fear of space that triggers subjective concern and become a public issue (for example, poor lighting, pollution, vandalism, invisibility because of complexity). However, there may also be usage conflicts that (for example, on squares and paths in the station environment) are in the competition between different user groups. Finally, the problem may also exist in a critical crime event in a particular place, which is discussed persistently in the media (for example, excessive alcohol consumption, drug trafficking and violent events in the environment of discotheques).

3. Dutch Examples

3.1 Dutch Police Label Secure Housing

Example 1: Politiekeurmerk Veilig Wonen®	The Dutch Police Label Secure Housing (Politiekeurmerk Veilig Wonen®) started by the end of the 1980ies and in the beginning of the 1990ies as a standard for developing and building new estates and was triggered by the UK 'Secured by Design' (SBD) scheme. Using Christopher Alexander's pattern language, the Dutch label focuses on urban planning and landscaping, embodies the offenders' perspective (researches into modus operandi and search behaviour) and can be used flexible in dealing with site-specific problems and solutions. The objective of the scheme is to reduce crime (mainly burglary, car-related crime, theft, vandalism, nuisance) and fear of crime through environmental design, architectural measures and targethardening.
Based on Pattern Language	
Objective	
Dutch Standard for Developing and Building New Estates	Since 1998 the experiment has changed into a Dutch standard for developing and building new estates. The Dutch Police Label Secure Housing has reduced crime by the application of Crime Prevention Through Environmental Design (CPTED) principles and by ensuring that the physical security of dwellings can stand up to criminal attack. The risk of dwellings being burgled has dropped significantly: by 95 per cent in new estates and 80 per cent in existing environments.
Actors	Police Ministry of Housing and Environment (nowadays: Interior), Stichting Experimenten Volkshuisvesting (associated with ministry a separate entity to do experiments in housing) Ministry of Interior (then a separate ministry) DSP-groep as external researchers and consultants (http://www.dsp-groep.nl/projecten/p1/4627/naar_een_politiekeurmerk_veilig_wonen_voorstudie_secured_by_design_in_nederland.html) Nowadays the scheme is done by CCV together with municipalities.

Effectiveness

This type of standards (a package of effective crime prevention measures) is extremely effective. The weakness in this standard scheme is that it is not obligatory. Only a set of 4 requirements (from a total of 40) have been copied in 1999 and are now included in the obligatory building code of the Netherlands (this resulted in an evidence based effect of minus 25% burglaries). The Police Label scheme is still very useful and it is used in about 6% of all Dutch dwellings (7.7 million dwellings and about 500.000 PKVW operational certificates).

3.2 VeiligheidsEffectRapportage (VER)

Example 2: Safety Effect Report

The VER is a Crime Impact Statement (compare Manchester or the French example ESSP Etude de Sureté en Sécurité) on a rather general level. It is modeled after CEN/ENV 14383-2 (the earlier version of the CEN/TR 14383-2). There are 7 modules:

Modules

- Module 1: Theory (the why)
- Module 2: Motives/Intention
- Module 3: Analyses (the where, when, what project, which stakeholders, what possible crime problems)
- Module 4: Alternatives (scenario approach)
- Module 5: Measures to be taken
- Module 6: Implementation
- Module 7: Maintenance

Responsible Actors

The Dutch Ministry of Justice started it (then called Crime Impact Study); later it shifted to the Ministry of Interior (then called Safety Effect Report). In the end it was transferred to the CCV.

Implementation

Who of the stakeholders and their agents of urban planning and design processes will be involved depends on the building plan. There is always a responsible body (mostly local authorities). Often are involved: municipality, police/fire department, builder, main contractor, special consultancy (e.g. in traffic, in building, in crime prevention), future residents/users, surrounding residents.

There is no obligation to use this instrument. Sometimes local authorities ask investors to use it. Because there are a lot of requirements in a building plan, crime prevention is often overlooked. The instrument is used in specific situations only. The Manchester or France schemes might be more interesting to follow since there is a kind of obligation to use them in the building process.

4. Portuguese Examples

History of Situational Crime Prevention in Portugal

References

Frame without Implementation

Publishing the First Official Documents in 2011

Focusing Partnerships on Community Policing and Participation of Local Institutions

Objective: Higher Level of Education of Police Officers and Municipal Agents on CP-UDP

In Portugal, the knowledge and application of situational crime prevention has existed for some decades and has taken part of regular police procedures throughout this time. Even so, a proper application of CP-UDP principles in academic, planning and police circles, together with interdisciplinary partnerships and involvement with the community is relatively new with few best practice examples. The academia has been responsible for the first works on CP-UDP in the early 2000s, being inspired by the classical theories of Newman (1972), Crowe (2013) or Jefferey (1971). It has produced mostly overall reviews or best practice manuals based on these theories, that have set the standard for intervention in the country, first with small, sporadic, mostly academic, individual projects. This because, even though the Portuguese quality control national body officially adopted the European Standard CEN/TR 14383-2:2007 when it was published, it has not been sold, consulted or used, because it was neither promoted nor made mandatory. Even so, since 2011 the Portuguese Public Authorities assumed the cause of CP-UDP by publishing the first official documents on the subject, including, once again, overall reviews and a best-practice manual.

The theoretical and methodological framework on CP-UDP in Portugal is still very wide, as the knowledge of the subject is still very new and few interventions have actually been accomplished, and fewer still partnerships have been established. As of late, mostly through the diligence of the Lisbon Municipality, crime prevention partnerships have been more focused, based on the models of community policing and community participation. This approach focuses on the engagement of the local community and local institutions, the transferability of responsibilities from the police to the community, the development of trusting and long-lasting relationships, and in a higher level of education of police officers / municipal workers on CP-UDP principles, and more openness on their part to change and adapt their usual methods.

4.1 Community Safety Partnership in Alta de Lisboa

Example 1: Safety Group of the Community Group of Alta de Lisboa and Community Policing “Safer Alta de Lisboa”

Cooperation between Security Forces and Municipality

In the last decades the Portuguese public authorities have been investing in a model of policing of visibility and more articulated with the local community in order to respond more efficiently to the problems of insecurity felt by the population (e.g. Proximity Policing model by the PSP- Public Security Police and GNR- National Republican Guard). This new approach of policing is based on the assumption that the bigger knowledge of the problems felt by the population and their representatives, the higher the quality of police service to address those concerns at local level, improving at the same time the police-citizen relationship. In this context, cooperation between security forces and municipalities have become narrower, with the municipalities having a greater concern with safety issues on their territory and therefore a new role on urban safety, for instance with the creation of municipal police forces, the establishment of Public Safety Local Contracts or the Community Policing model developed by the Lisbon Municipal Police (LMP) of the Lisbon Municipality.

Community Policing in Lisbon

Focus on Neighbourhood Decay, Crime and Fear of Crime

Decentralization of the police Organisation

Growing Interest in Appliance of CP-UDP

The Community Policing in Lisbon, by the Lisbon Municipal Police, is inspired in the principles of community policing model. It is based on the concept that both police and community should work together to identify and address community problems, such as neighbourhood decay, crime and fear of crime (Trojanowicz/Bucqueroux), and the combat against incivilities and disorder that are constituted as a sign that the social control is not working (Broken Windows theory by Wilson/Kelling). It is also based in the principle of an organizational decentralization within the police, which implies a greater autonomy of police officers in the field in the decision making process (W. Skogan), with a focus on problem solving policing, implying that the police should be receptive to the needs and priorities expressed by the community it serves (H. Goldstein). In recent years, there is a bigger interest in the appliance of CP-UDP principles, namely through the adaptation and translation to Portuguese, by the General-Directorate of Home Affairs of the Ministry of Interior, of guidebooks with international practices on local security and best cases of engaging local community and local authorities on crime prevention under the CPTED approach (DGAI, Guidance on Local Safety Audits, 2009, DGAI, Guidebook-Crime Prevention through Environmental Design, 2013).

Prevention and Participation as Frame

Improving Police-Citizens Relationship

Involvement of Local Partners as Precondition

Community Policing "Safer Alta de Lisboa"

Lisbon Municipal Police, Public and Civil Society Organizations

Six Key Principles

The idea for the implementation of a community policing strategy by the Lisbon Municipal Police (LMP) was built from the need of a model of policing with a more preventive approach and more open to the citizen's participation, in order to achieve more efficient and sustainable responses addressing security problems at local level, through the engagement of the community in the process of identifying their main insecurity concerns. It was also important to develop a model of policing that could improve police-citizens' relationship, since the results of several studies on community policing revealed that although the on foot patrol by the same teams did not reduce crime, it facilitated citizens responding more favourably to frequent and informal contact with the police officers, reducing the feeling of fear over crime. The involvement of local partners was therefore crucial to facilitate a concerted intervention in the territory and was expected from local partners to take a pro-active role in planning with the police, ways to prevent security problems in the community, and not just expecting from the police a reactive role to resolve them. In this context, the Community Policing "Safer Alta de Lisboa" is inspired by models of community policing, carried out through the partnership between the Lisbon Municipal Police, public and civil society organizations operating in the territory and representatives of local residents (from social and private housing).

The project was built upon six key principles:

- (1.) Security is not only of the police responsibility, but also of all the community.
- (2.) A cooperative and trusting relationship between police and citizens;
- (3.) The consultation and engagement of local community in the process of planning, implementation and evaluation of the community policing
- (4.) A preventive approach;
- (5.) A problem solving oriented approach;
- (6.) Openness of police to adequate methods to meet local security needs prioritized by the citizens, networking and enhancing community resources.

Starting Prevention and Safety Measures in 2009	Since the integration of the LMP in the Community Group of Alta de Lisboa (GCAL), in 2009, the Municipal Police started by promoting, with the local partners, awareness raising activities targeting the most vulnerable groups (such as elderly residents and children), on prevention and safety measures. By this activities, it was encouraged the participation of the population in their own safety, seeking to contribute to the development of a culture of active citizenship on security issues, allowing at the same time to diminish the barriers between the population and the police (specially the youth) and for the Municipal Police to diagnose the main concerns of the residents.
Development of a Culture of Active Citizenship on Security Issues	
Founding the "Safety Group"	In 2010, was created within GCAL, the Safety Group, composed by the local partners that step forward in articulating with the Municipal Police to a joint working plan to build the Community Policing "Safer Alta de Lisboa". The Safety Group, through monthly meetings, assess the main problems and concerns of the population related to insecurity in Alta de Lisboa, working on the following actions:
Assessing Main Problems	
Working on Actions	<ul style="list-style-type: none"> • Identification of main security problems to be addressed by the community policing, • Identification of priority areas to the begin the on foot patrolling • Definition of the officers' profile and training needs of the community policing team, to be selected to go to Alta de Lisboa. <p>Through focus group discussion with residents and local partners, was introduced the concept of community policing in Alta (what was and what was not). Based on the results it was made the selection of the police officers for the community policing team and it was designed the training program for the community policing officers. It was the first time that the process of selection of police officers in the LMP incorporated inputs from citizens.</p>
Empirical Research in Focus Groups	
Selection of the Police Officers	It was designed a training program, conducted by the Municipal Police, focused on five key areas:
Training Program	<ul style="list-style-type: none"> • The theoretical model of community policing and problem oriented policing (SARA-Model – Scan, Analysis, Response and Assessment); • Interpersonal relationship skills; • Intercultural competences; • Knowledge of the territory and • Conflict resolution techniques in the community.

Beginning of the Patrol on Foot in 2011

In 2011 was the beginning of the patrol on foot, by the Community Policing Team.

Identifying Security Problems in the Meetings of the Safety Group

By planning joint identification of needs, the Safety Group (Partners and LMP) convenes in monthly working meetings, to discuss the main problems identified in the territory related to insecurity, reflecting and building together the answers to their resolution. The community policing team is carried out by two municipal police officers, that on a daily basis patrol on foot the territory, establishing a close relationship with the population, participating in the monthly meetings of the safety group partnership, promoting a networking response to solve the security problems previously identified in the meetings or that they face daily in the on foot patrol.

Partners Involved in the Community Policing

The partners involved in the Community Policing were at first the local health center, schools, resident's associations (from both private and social housing); parents association, elderly day care centers; child and youth care centers; sports associations; charities; and municipal services in the area of public spaces maintenance, social development, human rights, culture and social housing. Later, the local police station of the National Police and, more recently, the local parish joined the safety group. Although the local partners of the project are all organizations inside GCAL, we highlight those participating in the Safety Group:

List of Local Partners

- AMBCVL - Residents Association of Cruz Vermelha Neighborhood (social housing)
- APEAL - Parents Association of School Cluster of Alto do Lumiar
- ARAL - Residents Association of Alto Lumiar (private housing)
- Association Raízes – (youth association)
- AVAAL-Environmental Association
- Gebalis, E.M. - Municipal enterprise for housing
- Health Center of Lumiar
- Independent Researcher (CPTED)
- Independent Researcher (Security and Urban Planning)
- ISU - Institute for University Cooperation and Solidarity
- K'CIDADE Program – Aga Khan Foundation
- Lisbon Municipal Police (LMP) of the Lisbon Municipality (Community Policing Team of Alta de Lisboa)

Continuation of the List of Local Actors

- Lisbon Municipality (Social Development Department, Territorial Intervention Unit – North Lisbon,
- Parish of Lumiar (Local library, Public Space Maintenance Service)
- PSP – National Public Security Police (Police Station of Cruz Vermelha Neighborhood, Proximity Policing Team)
- SCML – Lisbon Charity (children day care centers, elderly day care center)
- SGAL - Private constructors consortium (contract with Lisbon Municipality)
- Social Centre of Musgueira (elderly day care center)

Results

As results of the partnership following points should be mentioned:

- (1.) A joint police-community participatory diagnosis on local safety;
- (2.) An annual plan of action of the safety group.

Solving Problems of Insecurity in the Territory

The Community Policing Team, in close articulation with local partners of the Safety Group and residents, identifies and contribute to solve various problems of insecurity in the territory, namely:

- The strengthening of security measures in hazardous locations;
- Removal of hazardous vegetation that facilitates illegal practices (e.g. drug traffic / drug use);
- Referral of people in vulnerable /street situation, to institutions of social support and health care;
- Promotion of awareness raise activities to the population on local security issues and self-protection measures;
- Removal of abandoned vehicles on public space;
- Identification of public space problems and forwarding to the responsible services (e.g. unsanitary situations, lack of street lighting or traffic signs).

4.2 CPTED Training to Municipal Urban Planners / Police Officers

Example 2: CPTED training to municipal urban planners/police officers

Starting in 2011

Goal: Raising Awareness of Municipal Services on Local Safety Problems

Continuing in 2013

Wider Circle of Participants

Relevance of Urban Design for Behaviour

The community policing strategy implemented by the Municipal Police of Lisbon Municipality is a model of policing focused on the analysis of causes of community problems identified by citizens, and therefore trying to understand why they occur (some- times continuously), mobilizing the community resources to mitigate and prevent them. Under this community policing strategy, and since the community security problems are frequently associated with building and public space design, considering the proven advantages for the city and their dwellers of the use of safety criteria in urban projects, the Municipal Police of Lisbon, in 2011, promoted an awareness-raising workshop on Crime Prevention Through Environmental Design – CPTED approach. It targeted municipal police officers and municipality professionals working in urban planning departments (60 participants).

The goal was to raise the awareness of other municipal services on local safety problems and involve them in the discussion of the importance of urban planning in crime prevention, and how approaches like CPTED could contribute to the quality and sustainability of public space and increase citizens' feeling of safety in the city.

As a result of the workshop, the Municipal Police proposed the Municipality Training Department the promotion of a training course on the CPTED approach, targeting the different municipality services, and with the goal of increasing technical knowledge on CPTED. The training course took place in 2013, involving around 40 participants from the Municipal Police and Urban Environment, Housing, Social Housing, Social Development, Urbanism, Public Space Planning, Rehabilitation and Maintenance services of the municipality.

The training course program was focused on the recognition of the importance and potential of urban design in behaviour, the identification of CPTED principles and their implementation, as well as of evaluation based on CPTED approach and respective identification of recovery alternatives in a multidisciplinary perspective.

Importance of the CPTED Approach

The training of CPTED approach to CML professionals involved in public space planning and urban safety, stressed the importance of a multidisciplinary approach, introducing the security perspective at the planning stage and monitoring of urban projects, as well as for the importance of the CPTED information sharing at national and international level (embodied in case studies) in order to propose innovative solutions to the city.

Promoter

The actors were:

Trainer

Trainees

- Promoter: Lisbon Municipal Police / Training Department of Lisbon Municipality;
- Trainer: Independent researcher / expert on CPTED;
- Trainees: professionals of different departments of the Lisbon Municipality (e.g. architects, landscape architects, sociologists, senior technicians active in the field of planning of urban safety and social resettlement, civil engineers, geographers and municipal police officers).

Results

As results of the partnership following points should be mentioned:

- Dissemination of the Guidance on Local Safety Audits (DGAI, 2009):
- Dissemination of the Guidebook-Crime Prevention through Environmental Design (DGAI, 2013).

Creation of a Cross- Working CPTED Team within the Municipality

Following the results of the training course, it was proposed to the Deputy Mayor for Security, the creation of a cross-working CPTED working group within the municipality with a clear mission of developing technical recommendations based on safety criteria, to be incorporated into the planning of urban projects of the municipal responsibility.

4.3 Priority Intervention Neighbourhoods and Zones

Example 3: Priority Intervention Neighbourhoods and Zones - BIP/ZIP in Chelas Valley (Lisbon Municipality) under USER Project (URBACT II Pro- gram)

The Lisbon municipality BIP/ZIP performance model in Chelas Valley is a local community-based partnerships framed in a broader municipal strategic plan for housing and local development, that identifies priority areas for urban regeneration in neighbourhoods or zones with social, economic, urban and environmental deficits as the expression of social inequality in the city. Under the USER project, that aims to create a network of cities on strategic determination/local action as a mean to incorporate the experience and participation of the “users” of the urban regeneration and requalification processes, the Lisbon Municipality is a member of this network through the implementation of a Local Action Plan for the BIP/ZIP ChelasValley.

Promotion of Local Development

Based on a participatory diagnosis, directed to the entire population of the territory (e.g. residents, workers, members of public or private activity in the area), the project aims to promote local development, through the commitment of actors and stakeholders in the design and management of public spaces with the participation of residents and users of the territory (e.g. requalification of public space, regenerating the local community relationships, or creating recreational spaces for the children and their families). The project is based on the assumption that well managed public spaces contribute to ensure user’s cohabitation and conflict reduction and makes visible the control of public spaces and the “uses rules” through effective regulations. Maintaining and refurbishing public spaces is also considered crucial for the sense of belonging and safety. In this sense, project contributes to strengthen the social and territorial cohesion and its harmonious integration in the city, through the search for active citizenship, self-organizing capacity and the collective demand solutions through the population's participation in improving their own living conditions.

Participatory Design and Management of Public Spaces

Visibility of informal Control in Public Areas

Strengthening Social and Territorial Cohesion

Multi-Actors Partnership

The partnership of multi-actors is based on a culture of involvement and participation of residents to address new solutions for public spaces in ChelasValley.

Executive Commission

Executive Commission:

- Aga Khan Foundation
- Artistic School António Arroio
- Association Médicos do Mundo (Health Service)
- AVAAL-Environmental Association
- K'Cidade – SCML (Lisbon Charity)
- Lisbon Municipality (BIP/ZIP Working Group,
- Parish of Beato
- Parish of Penha de França
- Residents Association of Horizonte Neighborhood
- Residents Association Viver Melhor no Beato
- S. João de Deus Foundation

Extended Commission

Extended Commission:

- APAURB – Portuguese Association of Urban Art
- ASLX – Lisbon Skateboard Association
- Association Domus Matter (mental health)
- Association Médicos do Mundo (health service)
- Casa das Cenas
- CNE – “Casa Escuteiro” - Scouts Cluster 61 of Stª Mª Olivaes
- CNE - Scouts Cluster 760 of Beato
- Creche Missão Nossa Senhora – SCML (children day care center)
- EPUL - Avenida Manuel Francisco Costa Gomesn (housing)
- Gebalis, E.M. - Olaias (municipal enterprise for housing)
- Gym Alto do Pina
- Informal Group RQ3
- Intercultural European Club
- ISCTE - IUL
- Lisboa E-Nova (municipal agency for energy and environment)
- Musical Club União
- Project Sementes a Crescer (socio-educational intervention)
- Recreational and Cultural Group 11 Unidos
- School EB 2, 3 Luis António Verney
- Social Center Parochial S. João Evangelista
- VCL - Vitória Clube de Lisboa (sports association)

Local Public Meetings	<p>Through a participatory methodology, were designed and implemented local public meetings, with the aim of locally disseminate the objectives and actions of the USER Project, inviting the residents and stakeholders in the process of identifying the main key problems of the Chelas Valley and suggestions of ways to improve the public space. This participatory diagnosis was embodied in the survey of the problems found in the territory, proposals for the improvement of the identified problems, or new solutions to the favourable transformation of the territory. The information gathered led to the mapping of the areas of intervention, through three complementary surveys (participatory sessions, focus groups and online-oriented platform for the user population of the territory). The presence of various actors fostered an informal and effective interaction between the various partner networks of the different projects, founded on a new network of partners.</p>
Participatory Diagnosis	
Mapping of Areas of Intervention	
Fostering Interaction between Actors	
New Network of Partners	
Sum of Results	<p>In summary, the following results can be highlighted:</p> <ul style="list-style-type: none"> • Participatory diagnosis of the territory problems, proposals for the improvement of the identified problems and new solutions to the favourable transformation of the territory;
New Solutions	<ul style="list-style-type: none"> • A local development strategy in priority neighbourhoods and intervention zones, based on principles of transparency, participation, empowerment and cooperation between different sectors of society and community representative groups (institutional, formal and informal); • A local action plan for the Chelas Valley; • Public space rehabilitation and requalification through local initiative; • Urban interventions in public space for property regularization and ownership.
Complex Strategy of Local Development	
Local Action Plan	
Rehabilitation of Public Spaces	

4.4 The Aqua-Add Project

Example 4: The Aqua-Add Project

INTERREG-Cooperation:
Improving the Implementation
of Water Measures

Stakeholder Involvement as one
Key Issue

Value of Knowledge in CP-
UDP

The Aqua-Add project (standing for Deploying the added value of water in local and regional development), is not a crime- prevention partnership. Rather, it is an INTERREG-funded inter- national cooperation aiming at the sharing of knowledge and experience between project partners as to better deploy the potential of 'water' (economically, socially and environmentally) in urbanised landscapes and to improve the implementation of water measures in local and regional spatial development. For that it collects, analyses, disseminates and promotes the specific functions, services and values of green/blue spaces, but also develops and applies a Decision Support Tool that: (1) demonstrates the (potential) social, environmental and economic impacts of different water management /green space rehabilitation scenarios, and (2) facilitates the planning process and better informed decision making across stakeholders. Two key issues of this project are therefore the proper development and maximization of waterfront / green space projects, but also the stake- holder involvement. In both areas, it has been recognized (as only a offshoot it must be said) that CP-UDP knowledge could be valuable not only in the planning of these areas, but also in ad- dressing the needs of residents and stakeholders. For that, an expert of the police was asked to introduce this subject in a stakeholder meeting in Aveiro, Portugal, and debate it with local practitioners and project leaders. CP- UDP has not been an integral part of this project, but it was a good example of how CP- UDP experts could be included in other, non crime- prevention partnerships. After all, crime-prevention is (or should be) transversal to all planning areas.

Actors in the Project Researchers

In Aveiro, Portugal (although similar actors integrate the partnership in the other seven cities of the project):

Officials of Municipalities

Main project body:

Various Departments of the
Municipalities

- Leading researchers/teachers from the University, and respective researching staff (e.g. post-doctoral student) from the areas of Urban Planning, Environment, Trans- ports and Land Economics;
- Municipal officials and major planning staff from the CIRA, the Intermunicipal Community of the Aveiro Region, on behalf of the respective mayors of each municipality;
- Heads/staff of various departments of the municipalities involved in the specific interventions the Aqua-Add project helped to plan.

Stakeholder Meetings	Regular stakeholder meetings opened the possibility for the presence of:
Participation of Local Actors	<ul style="list-style-type: none"> • Local citizens • Representatives from local associations/agencies/public-services • Real estate developers • Public-Private-Partners (PPP) • Specialists from other areas of planning and design (e.g. CP-UDP)
Real Estate Agents	
Professionals of Planning	Regular stakeholder meetings were held for the AQUA-ADD project with three main purposes: disseminate knowledge from various areas that contribute to the proper planning and design of cities (in this case it can be said that dissemination of CP-UDP practices has been included); facilitate participants' networking, knowledge sharing and debate on relevant issues; and contribute to projected outputs and outcomes for their work and for their city. This way, the stakeholders were able to debate viewpoints/opinions regarding the development of green/blue space project options on the table, and therefore create an environment where a formation of a consensus could be achieved across stakeholders. Local stakeholders were also deemed important in feeding real data for the decision-support-tool SULD (http://suld.web.ua.pt/). Although the stakeholder meetings were held primarily to discuss waterfront and green space rehabilitation projects, the lecture on CP-UDP I was able to give was the opportunity (rarely possible in Portugal) to address this issue to a wide range of important local stakeholders and to create awareness, for them and the project, that can ultimately improve crime prevention.
Purposes of Stakeholder Meetings	
Dissemination of Knowledge	
Networking	
Integrated Perspectives on the Environment	
Creation of Awareness for CP-UDP	
Results of Partnership Supporting Decisions Integration of Stakeholder in the Planning Process	The Partnership in the Aqua-Add project resulted in first, extremely relevant information to feed the decision support tool, and second, in the integration of local stakeholders in the planning and design of blue/green rehabilitation projects. To do so, stakeholders were not merely informed of the project overall design and the possibilities for them to discuss. Stakeholders were given the tools, so to speak, in terms of how the decision support tool worked and, as well, of other relevant planning theories that they could be unaware of. Like policeman in community policing models that empower stakeholders with the knowledge of CP-UDP, in this case, opportunities were taken to introduce and debate the concept of CP-UDP and, eventually, how these skills could be applied to the projects under discussion.
Opportunity for Debating CP-UDP	

Basic Principles of CP- UDP as Starting Point

Even so, this was done in a very general sense, and as this came as a novelty to most stakeholders, the lecture/debate on CP-UDP had to start from the basic principles and theories, and the demonstration of best practice examples, in Portugal and in Europe.

Successful Dissemination of Approach

In the end, the most important product for crime prevention that resulted from this partnership was the dissemination of knowledge, and hopefully, the introduction of changes to the professional life of these stakeholders regarding their way of thinking, learning and working, in order to, in the future, bear in mind the potentialities of CP-UDP.

No Mandatory of Application of CP-UDP

In many smaller countries in peripheral Europe, like Portugal, top-down CP-UDP regulations or policies are either not mandatory or inexistent and CP-UDP practices are mostly absent from the works of developers, architects or planning professionals, often due to lack of knowledge and dissemination. In these countries, at local level, bottom-up cooperation partnerships have been established, based on the principles of participatory planning and community policing, that have started to implement CP- UDP principles with positive results.

Partnerships as Bottom- Up Strategy

CP-UDP as Key Factor for Cooperation in Environment Projects

Nonetheless, there are other cooperation projects, from adjacent areas of expertise that obviously could also benefit from the proven advantages of a CP-UDP approach. The Aqua-Add project, as developed in the city of Aveiro, Portugal, proves that such can be possible. On the other hand, the dissemination of CP-UDP related knowledge can very much favour from the partnerships already in place by these other projects, as it can reach a wider audience of relevant stakeholders working in the territory.

Introducing CP-UDP by Projects

Ultimately, what can be said is that in locations where a CP-UDP culture is not in place, it might be easier, or at least as advantageous, to introduce it slowly in projects / partnerships already in place, than to try to construct new projects and partnerships around that concept.

5. Polish Example

5.1 Polish Activities

Activities of Prevention	<p>On the national level there are several ministries doing a kind of preventive activities – e.g.:</p> <ul style="list-style-type: none">• The Chief Police Commander• Ministry of Interior and Administration with the support of National Police Headquarters• Ministry of Education• Ministry of Finance• The Ministry of Labor and social affairs• The Ministry of Culture and National Heritage
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The Ministry of social affairs with forced labour/modern slavery, Ministry of interior coordinating local and regional approaches, ministry for health doing drugs policies.

Local Policies in Crime Prevention	<p>Poland has 16 provinces, 314 districts, 66 towns with county rights and 2 479 municipalities. On the local level there are local policies in crime prevention. And a lot of work is done by the private sector. There is a lot of private security offices and organisations paid by private persons. This also includes the public transport (increasing crime/fear of crime policies). For more info check: http://www.bialystok.uw.gov.pl/NR/rdonlyres/0CDC417B-63EB-4E70-9DC8-91E0F78385F4/24200/ZaC582C485cznikdouchwaC582y.pdf</p>
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5.2 Government Program "Safer Together" for Reducing Crime and Antisocial Behavior

Example: Implementation of Government's Program "Safer Together"	The program established by the Council of Ministers, implementing "Development Strategy Country for 2007-2015" as a long-term program was added to the Act budget and included in the annex to the budget bill in part 42 – Cases internal department 754, chapter 75,495 th . Funds for its implementation will be awarded within the limits of expenditure for the financial year included in the list annexed to the budget law in accordance with Article 117 of the Act of 30 June 2005. Public Finance (Dz. U. No 249, item. 2104, as amended).
Development Strategy Established by the Council of Ministers	
Program Safer Together	In the following one initiative is focused: The government program for reducing crime and antisocial behavior "Safer Together" – realised in the years 2007 – 2015.

Expenditures	<p>Expenditures for the program from the state budget during the project period, ie. 2007-2015 cost a total of 29.88 million zł, including in the period 2007-2009 as follows:</p> <ul style="list-style-type: none"> • 2007: 3.32 million zł. • 2008: 3.32 million zł. • 2009: 3.32 million zł. • In the years 2010 – 2015 by analogy annually 3.32 million zł.
Fields of Action	<p>Fields of action:</p> <ul style="list-style-type: none"> • Safety in public places and place of residence. • Violence in the family. • Safety in school. • Security in public transport.
Modules	<ul style="list-style-type: none"> • Traffic Safety. • Security in economic activity. • The protection of national heritage.
Objectives	<p>The program "Safer Together" aims to reduce the scale of the phenomena and behaviors that arouse widespread opposition and insecurity. It is compatible with the adoption by the Council of Ministers document "The National Development Strategy 2007- 2015 ". One of its priorities is "Building an integrated social community and its safety", in which implementation is fully compatible with the program "Total safer". The document indicates that "in cooperation with local communities should strive to create effective local safety systems and support actions to improve safety local, in particular with a view to reduce the most intrusive for the citizens' common crimes". The program, implemented with the proper diagnosis of risks and expectations social, may include multiple regions and be open to any initiative institutional and civil society. Security will be considered by society as a common good.</p>
Actors	<p>The responsible actors are:</p> <ul style="list-style-type: none"> • Regions Leaders with the support of the teams (in particular Province Police Commanders) • The Chief Police Commander • Ministry of Interior and Administration with the support of National Police Headquarters • Ministry of Education • Ministry of Finance • The Ministry of Labor and social affairs • The Ministry of Culture and National Heritage

Cooperation

Cooperation in general: Every participant has only partial knowledge of the problems and about the implementation of a scheme. They have the timetable for implementation government program

Result

This type of cooperation is very effective. In this program working together several state and autonomous institutions. The weakness in this cooperation scheme is that it is not obligatory.

6. Serbian Example

6.1 National Framework

Framework of National Crime Prevention Strategy

In Serbia, preventing and fighting crime is a task assigned almost invariably to the police. As early as 2009 the Ministry of Interior submitted to the Serbian government the Initial Framework of the National Crime Prevention Strategy, which was meant to be only a step towards adopting a National Crime Prevention Strategy. However, the strategy has yet to be adopted. The initial framework refers to prevention of crime with elements of violence, drug-related crime, property felony, particularly that committed by minors, and other types of crime.

The objectives and goals of the concept for the National Strategy for Crime Prevention (initiative from 2009) are:

Objectives

- Decreasing of crime and improvement of security and safety of citizens,
- Strengthening the capacities of all responsible subjects in crime prevention and
- Development of cooperation and partnership between all interested parts – government and NGO sector, from a local to a national level.

Lack of Legal Framework

Lack of legal framework for preventive legal obligation:

- The signing and ratification of the relevant international documents in the field of preventive action;
- Harmonization of relevant national legislation with international obligations by adopting new laws or amending existing legislation;
- Adoption and harmonization of existing laws and procedures in order to create a unified system of prevention;
- Providing a system for monitoring and evaluating the implementation of existing procedures.

Program Implementation

Until now, the prevention programs have been implemented by the Ministry of Interior, Ministry of Education, Ministry of Health, and Ministry of Labor and Social Affairs with support from international organizations (UNICEF, OSCE, USAID, DCAF).

No Monitoring and Evaluation

However, in all those cases, there were no proper monitoring, evaluation and mechanisms for checking the sustainability of the program, except for the projects: "School without Violence", "Give kids a chance for a change" and the "The school police".

Police in Serbia is trying to reduce crime with preventive measures recently, and the most of the activities are within the field of juvenile delinquency. The only measurable results in the field of crime prevention have been achieved in the police stations within the project "Community Policing" in Novi Beograd, Kragujevac, Vrnjacka Banja, Novi Sad, Pozega, Backa Palanka, Novi Sad, Presevo, Bujanovac and Medvedja. The evaluation of the project, which has been done by international organizations show very good results (OEBS, DFID, CIDA). The experience in these areas have shown an advantage in promoting crime prevention through the partnership of the police, citizens and other subjects of local communities

6.2 PBILD Program Peacebuilding and Inclusive Local Development

Example: PBILD program

Support by UN Agencies

Peacebuilding and Inclusive Local Development (PBILD) is an UN Joint Program, which works towards inclusive, peaceful and sustainable development in South Serbia (2009-2012). In co-operation with a number of national partners, there are six specialized UN agencies implementing the Joint Program. The United Nations (ILO, IOM, UN-HABITAT, UNHCR, UNICEF and UNDP) in Serbia is supporting the Government of Serbia to reach the Millennium Development Goals and to preserve peace in multi-ethnic communities, with the Safer Cities Program, UN-HABITAT promotes approach on community participation in the development and implementation of activities to improve safety, at the same time strengthening its capacity and supporting its involvement.

The Government of RS in southern Serbia implemented the Program in two districts:

Implementation in two Districts

- Jablanica District (includes 6 cities with a total population of 255 463).
- Pcinjski District (includes 7 cities with a total population of 243 529).

Program Component Safer Cities	<p>The PBILD program is supported by six different UN agencies - one of them, the Human Settlements Program (UN-HABITAT), is in charge of the "Safer Cities" component. This component of the PBILD program aims to strengthen the capacities of local self- government, local institutions and the civil society for crime prevention in cities in the region, providing support to partnerships to improve safety of cities and incorporate safety issues into wider development efforts. As part of its activities related to net- working of cities and municipalities, as well as the exchange of best practices, Safer Cities continued long-term partnership with the European Forum for Urban Safety EFUS, and promote the Charter of the democratic use of video surveillance systems, primarily in the south of Serbia.</p>
Capacities of Local Self-government, Local Institutions and Civil Society for Crime Prevention	
Partnership with the European Forum for Urban Safety EFUS	
Workshop for Local Safety Trainers	<p>One of the requirements of the program was that EFUS should launch a training workshop for future local urban safety trainers. Consequently, EFUS organized intensive training in the form of workshops on problems in cities and their safety, as well as on the specific methods of solving these problems. The participants included members of local NGOs, teachers, and police representatives. The most important issues addressed were: women's safety, practical role-play and "research walk". This practice was first initiated in Quebec and it involved the participation of "students" whose movements were monitored in the parts of the city classified as being a high risk at night, so that they could experience for themselves all that can cause the feeling of no safety (street lighting, for example). This research monitored and reexamined relationships between different actors and basic prevention theories and methodologies in different areas (drugs, youth, immigration, minorities, CCTV, new crime prevention).</p>
Participants: Members of NGO, Teachers, Police Representatives	
Practice of Research Walks	
Identified Actors	<p>Unfortunately, based on the aforementioned and earlier findings, there is no indication that actors in urban planning and design participated in the realization of these projects. Only the following actors were identified: local self-government, local security committees or councils, the police, NGOs, CCTV operators, etc.</p>
Financial Support	<p>The following external or international actors mainly provided financial support: UN agencies, Millennium Development Goals Fund, Swedish International Development Agency, UNDP, EFUS, and others.</p>
Use of CCTV in Preševo	<p>The local safety council of Preševo unanimously adopted the Charter for the use of the democratic use of video surveillance 15 November 2012, and became the first municipality in Serbia to join the EFUS initiative for a responsible use of CCTV.</p>
Adoption of EFUS CCTV Charter in Surdulica	<p>The Municipal Assembly of Surdulica, Serbia, has officially adopted the EFUS CCTV Charter in March 2013. It is the first time that a municipal council deliberates and adopts the Charta in Serbia. This bottom up initiative for a responsible use of CCTV also emphasizes the will of Serbian municipalities to support the formulation and adoption of new (still non-existing) Law in Serbia on the use of video surveillance.</p>

7. Spanish Example

7.1 Regional Approaches

Focus on Catalanian Example

Because Spain is a decentralized country, the frames can change from one region to another. In Catalonia for example, the knowledge and application of crime prevention is considered a police matter for the authorities and has become a regular part of the police procedures.

Program Community Policing

The paradigm-shift from a repressive to a preventive police have allowed a slow implementation of the program "Community Policing". Leaving the local police with a more specific work in prevention and the regional police in charge of the reaction and repression.

No CPTED Tradition

Because of this conceptual restriction, lines of knowledge such as crime prevention through environmental design have had no direct impact on Spanish cities. Spain participated in the preparation of the European Standard CEN / TR 14383-2: 2007, but at the end never signed it. So it is known in the Spanish standardization institution, but no one knows of the existence of these documents and no one uses them.

Concept of Prevention

Prevention is focusing on the criminal or the victim without a very clear position of space and area, it is based on a biological and social approach without a comprehensive strategy that does not consider the space as a part.

7.2 Example Belvitge

Example of Belvitge

The scope of this case is the study of one particular neighbourhood called Belvitge in the town of L'Hospitalet de Llobregat near the city of Barcelona, Catalunya. The focus of this case is to present an example of successful efforts for security management in a neighbourhood that was conceived as problematic from the outset due to its architectural design: An extremely high density of residential homes in high-rise slabs at the periphery of the city of Barcelona.

High Density of Residential Homes in High-Rise Slabs at Urban Periphery

Not expected Low Crime Rates	In general, this kind of architecture in combination with the prevalence of working class residents has often been considered symptomatic for crime-prone neighbourhoods with high crime rates, vandalism, youth-gang activity and general physical and social disorder. In this particular case of Bellvitge, however, we find low crime rates, a low level of conflicts, good maintenance and a strong community who take pride in their neighbourhood.
Urban Regeneration as Starting Point	Cooperation to provide services and infrastructure: In 1987 the city council started an initiative for urban regeneration, including the extension of the subway in cooperation with the National Public Transportation Office. The cooperation was about sharing the costs and technical support.
Program Community Policing since 1991	In 1991 the police started, as one of the first in the country, the program "Community Policing". This not only meant more police in the streets, but also collaborating with stakeholders that operated in the area such as the Neighbourhood Association, cultural clubs and social services as well as the administration of Hospitalet.
Actors	<p>The following actors are integrated in the partnership:</p> <ul style="list-style-type: none"> • The police: Guardia Urbana (local police) • Neighbourhood Association "Associacio de Veins" • Cultural clubs • Social services • Administration: Office for conflict management in Hospitalet
Capacity of Local Police for Community Policing	With the administrative separation from the Mossos d'Esquadra (the police of Catalonia), the local police (Guardia Urbana) can fully concentrate on community policing activities. This mainly includes tasks for public order management in close cooperation with departments of the municipality, the social services, public services (e.g. rubbish collectors, repair services, public transport), and community associations. Reliability is one of the most important virtues that residents expect. Besides the formal Associacio de Veins there is also a high level of informal solidarity. For example, the parking situation is characterised by informal agreements between residents: In case of obstructive parking people leave a note with their contact number inside their cars so that they can be contacted to move the car. Also, people share parking spots at certain times.
Impact of Social Cohesion	

Relevant Aspects Regional
Inclusion

Fostering Local Identity

Identification with
Neighbourhood by People

Reform in Policing

After urban regeneration new infrastructure and a metro station connect the neighbourhood with the city of Barcelona. The administrative and political institutions in the proximity of people, the location of the Administrative Offices of the district in Belvitge as a unit separate from the central Town Hall of L'Hospitalet de Llobregat is an important institution for the community. It provides individual service and attracts local residents to manage their administrative issues such as tax declarations, registration for discount-cards (students, elderly), applications for social services and others. In the same building also a public library and the offices of a distance-learning university are located. The administrative and political institutions in the proximity of people act as local identifiers for the residents of Belvitge.

This meant becoming a community oriented police with more foot patrol and pro-active contact to the residents. Sometimes, police officers can be spotted by their uniform only, but act like the general public.

8. Greek example

8.1 Greek Perspective

Influence of Olympic Games	When Greece undertook the Athens 2004 Olympic Games in 1997 September 5 th , a modernisation of the Greek police and policing started, which unfortunately ended after 9/11/2001 and the real and perceived terrorist threats against the Olympics.
Introduction of Participatory Crime Prevention in 1999	During the period 1997-2001 a liberalisation of the Greek police from the traditional model of centralized militarisation was attempted with soft policing and community policing. In fact, by Law 2713/1999 there was introduced the participatory crime prevention model in Greece with the establishment of the Local Crime Prevention Councils (LCPC) in every region and prefecture. In these LCPCs participated besides the local police, the local municipal authorities, like the Mayor or his representative, the community representatives, the regional education director, university and crime experts, the local church, and local volunteer NGOs. In addition, the "Neighbourhood Policeman" was introduced as a mediator between the local police and the community, and psychologists and social workers were recruited in police departments.
Neighbourhood Policeman as Mediator	
Re-establishing of Centralized Police Model after 9-11	All these innovative police reforms were not consolidated, and by the end of 2001 the centralized militarization police model was re-established. The security of Athens 2004 Olympic Games organised a police campaign since 2003 against crime and terrorism with the aid of allied states, especially the USA and UK. That police campaign against terrorism based on Scotland Yard's systematic policing was successful in arresting domestic terrorists (November 17 th) in 2003.
Lack of Trust between Police and Citizens	Unfortunately, the Local Crime Prevention Councils were not very productive and eventually were self-cancelled. The main reason was lack of efficient cooperation between the stakeholders and especially lack of mutual trust between the police and citizens. This lack of trust between Greek citizens and the police is rooted in the long authoritarian past; Greece had a repressive police state (1950-1967) after a bloody civil war (1947-1949) and a military dictatorship (1967-1974).
Based on History	
Militant Tradition of Police	That trust deficit between the Greek police and citizens was increased during the post-Olympic years due to the coercive policing and police brutality against protesters, strikers, but also targeting particular social and marginalized groups, like immigrants, Roma, prostitutes and gays.
Riots in December 2008	Hence, the Greek police frequently abusing its discretionary powers and violating human rights lost once more the community and citizens trust, especially after the assassination of a young student in December 2008, and the following riots throughout the country.
Enforcing by the Austerity Regime 2010-2014	Also during the severe financial crisis period 2010-2014 the participatory crime prevention model was enforced by the austerity regime calling citizens to watch citizens informing the police and state authorities about crime, tax evasion, corruption, etc. introducing a kind of "coveillance" (B. Wellman) from UK, several

<p>"Coveillance"</p> <p>Mistrust with the Police</p>	<p>telephone hotlines were established, so that citizens could call anonymously to inform the authorities against neighbours, former employers, about fraud, corruption, tax evasion, etc. This "coveillance", i.e., citizens watching citizens has failed in Greece due to the citizens' mistrust with the police and the social bonds between family members, relatives and neighbours.</p>
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8.2 Greek Examples – CP-UDP is not implemented in Greece yet

<p>Example 1: Vandalism on Urban Squares</p>	<p>Usually in every public square in Greek towns during the late night hours there is petty crime and vandalism problems, even in the newly renovated town squares. Lighting and CCTV are very costly and have not implemented. What municipal advisers have recommended is the opening of kiosks and small vendors shops operating during all night to prevent youngsters to vandalize the squares. CP-UPD is urgently needed for all new public buildings and spaces for an efficient CP.</p>
<p>Example 2: CP-UPD Could Be Helpful</p>	<p>In Greece, almost after every mass demonstration, especially in Athens and big cities, there is serious vandalism of police CCTV and banks' ATMs. CP-UPD can help diminish this negative phenomenon.</p>
<p>Example 3: Community Cooperation could Solve Traditional Crime Problems</p>	<p>In the mountain villages of the island of Crete there are traditional types of crimes, stealing between villagers animals and agricultural products. The police are not welcome there, and local residents cover up perpetrators. Community policing and family members participation in community educational and cultural events is recommended.</p>
<p>Example 4: Improvement of Living Conditions of Roma and Migrants</p>	<p>A major crime problem area out of Athens is a Roma community settlement, mainly due to the terrible living conditions there. The Greek Police is frequently making militaristic interventions and racist raids there arresting Roma suspects without any efficient CP. The improvement of the living conditions of the Roma settlement and the collaboration of Roma representatives with Greek authorities and the police will diminish crime there.</p> <p>Greece is facing now a serious migrant and refugee crisis and it is urgent to enforce "Second Generation CP-UDP", i.e. the collaborative approach at local level, for the settlements of refugees who are entitled asylum, with respect to and collaboration with the local communities.</p> <p>For those economic migrants who should be kept in closed detained centres to send them back to their countries of origin, the principles of CP-UDP can also help in the organization of these centres for their safety and human rights respect.</p>